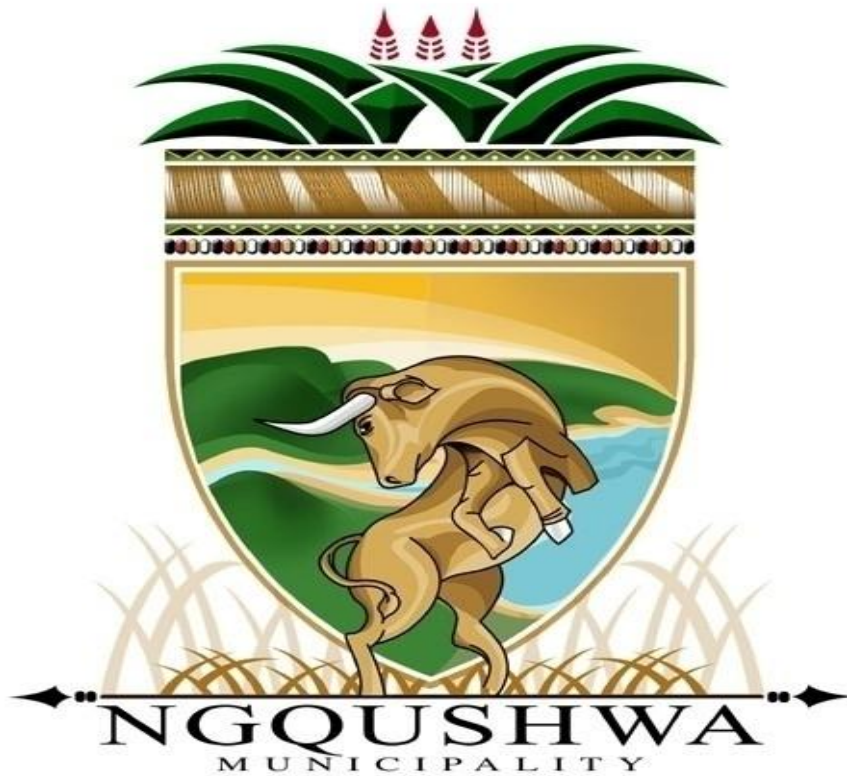


NGQUSHWA LOCAL MUNICIPALITY



DRAFT INTEGRATED DEVELOPMENT PLAN FEBRUARY 2011/2012

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FOREWORD BY THE MAYOR

It is with a great sense of honor that my Council acknowledges the challenges facing Ngqushwa Local Municipality and pledges our commitment in performing the acts necessary to lead our people through a process driven course constituting both diligence and sensitivity to service delivery excellence.

Ngqushwa Local Municipality as a local authority is a sphere of government in its own right and is obliged to observe the principles of co operative government put forward in the constitution thereby:

- i). Collectively harnessing all public resources behind common goals and within a framework of mutual support.*
- ii). Developing a cohesive, multi-sectoral perspective on the interests of the country as a whole and respecting the discipline of national goals, policies and operating principles.*
- iii). Co coordinating their activities to avoid wasteful competition and costly duplication.*
- iv). Utilizing human resources effectively.*
- v). Settling disputes constructively.*
- vi). Rationally and clearly dividing between them the roles and responsibilities of government, so as to minimize confusion and maximize effectiveness.*

This will be achieved through the development of a system of intergovernmental relations thus achieving the various strategic purposes outlined in Section 1.2 of the White Paper on Local Government, 1998.

The eco rich natural environment of Ngqushwa shall be conserved and preserved for future generations. Areas of conservation importance and eco tourism potential shall be optimally utilized to ensure economic gain for the region. Special programmes will be identified in order to maximize the economic potential of the cultural industries. Quality housing will be provided to the citizens. The possibility of employing full time medical doctors to serve the clinics in the towns will be investigated. Schools will be provided with learning material and technological equipment necessary for the progression of strategic objectives. More classrooms will be built, reliable, safe and affordable transport will be provided to schools and all schools will have water and sanitation installed. Villages without access to water and electricity will receive priority. Road infrastructure will be developed to promote and unleash the tourism and export potential of the area.

In essence, this IDP is about service delivery excellence.

I thank you.

MAYOR

CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

The Ngqushwa Local Municipality is in the process of reviewing, refining and approving an Integrated Development Plan through the rapid assessment of the March 2007 Integrated Development Plan (hereinafter referred to as the IDP) therefore steering the municipality in its future development through the collation, development and implementation of this process driven user-friendly document.

The IDP is the Municipality's principal strategic planning document and aims to maximize social development and economic growth through the promotion of a local democracy thereby meeting the basic needs and achieving the identified developmental goals.

This IDP will guide development within Ngqushwa between the periods 2009 – 2012. As the key strategic plan of the Municipality, the IDP priorities will inform all financial planning and budgeting undertaken by the institution and will enable the municipality to align these with the institutional resources behind agreed upon policy objectives and programmes thereby offering substantive benefits to local residents, communities, provincial and national spheres of government and the nation as a whole. A special emphasis shall be placed on local economic development, community empowerment and redistribution.

Extremely rapid changes at the global, regional, national and local levels have forced Ngqushwa Local Municipality to rethink the way they are organized and governed. Ngqushwa Local Municipality intends to find new ways to sustain their economy, build their society, protect their environment and eliminate poverty.

Ngqushwa Local Municipality is of the opinion that national frameworks and support from other levels of government are critical in order to ensure sustainability. This requires trust between individuals and open and accommodating relationships between all stakeholders. In practical terms, Ngqushwa Local Municipality aims to focus on building social conditions favorable to development through:

- Building the kind of political leadership that is able to bring together coalitions and networks of local interests towards realizing a shared vision.
- Working in partnerships with business, trade unions and community based organizations.
- Ensuring that knowledge and information are acquired and managed in a way that promotes continuous learning and which anyone can access easily and quickly.
- Enhancing local democracy
- Building an awareness of environmental issues.
- Investing in youth development
- Seeking to empower marginalized groups.
- Mobilizing community resources for development.

1.1.1 The Need for IDP'S

In terms of the Municipal System's Act 2000, "all local authorities are required to prepare Integrated Development Plans for their areas of jurisdiction."

According to this act, IDP's must aim at integrating the development and management of municipal areas in terms of the powers and duties of these municipalities.

The Integrated Development Planning Process puts in place a new system of planning and delivery in line with a shared vision of reconstruction and development.

Key characteristics of the IDP Process

- Integrated Development Planning is a participatory process. It aims to promote effective, sustainable development through improved co-operation, co-ordination and integration across a broad range of stakeholders.
- Integrated Development Planning integrates the various strategies required for development: economic, sectional, spatial, social, institutional, environmental and fiscal. It also integrates strategic planning and operational planning.
- Integrated Development Planning helps to ensure that clear developmental objectives and priorities are set.
- Integrated Development Planning involves all spheres and sectors of government and demands synchronization (working in harmony) between the activities of government.

Fundamental principles of the Integrated Development Planning Process

- **Transformation**

Ngqushwa Local Municipality via Integrated Development Planning seeks to promote the objectives of developmental local government as outlined in the White Paper on Local Government 1998, thereby facilitating local processes of democratization, empowerment towards achieving social and economic transformation.

- **Process**

The planning process will determine the direction and course of development action within Ngqushwa. All legislative prescripts will be clearly understood and developed. Implementation procedures will be adhered to.

- **Comprehensive Planning Approach**

Ngqushwa will embark on a comprehensive planning approach thus allowing the local authority to continuously evaluate performance of past practices from a strategic angle and to thereafter develop comprehensive action plans for the efficient implementation of programmes and projects.

- **Democratizing the Planning Process**

Ngqushwa Local Municipality shall promote local democracy through the direct involvement of citizens and community groups in the design and delivery of municipal programmes.

Ngqushwa Local Municipality acknowledges that while regulation remains an important municipal function, it shall be supplemented with leadership, encouragement, practical support and resources for community action. Special emphasis shall be placed on the involvement of youth organizations in this regard.

Poor and marginalized communities in Ngqushwa will be empowered in accordance with the Amathole Regional and Economic Development Strategies as well as the Provincial Growth and Development Plan.

- **Integration**
The local Municipality of Ngqushwa commits itself to promoting the spatial integration of settlements in order to enhance economic efficiency, facilitate the provision of affordable services and enable social development. The IDP will be considered as a tool for ensuring the alignment of local government activities with other spheres in development planning at Provincial, National and International levels by serving as a basis for communication and continuous interaction. The integration of urban and rural areas; the eradication of spatial segregation through infrastructural development; the social and economic integration of different communities; the integration of strategic, operational, sectoral and spatial planning, the integration and management of institutional activities; the integration of various developmental processes such as planning, management, implementation, monitoring and review and the integration of development information shall receive particular attention during the implementation of action plans identified.
- **Sustainability**
Local economic development will support the community and the benefits of development should be equitably distributed in order to sustain them over the long term.
- **Quality of life**
All developmental initiatives identified will be assessed in order to ascertain it's true worth and contribution to improving the quality of life.
- **Co-operative governance**
The principle of co-operative governance will be adopted. Conscious attempts will be put in place to ensure the alignment and co-ordination of National, Provincial and local development policies, frameworks, plans, programmes and initiatives.
- **Realism and feasibility**
It must be acknowledged from the outset, that limited financial and institutional resources exist at local level to resource not only the planning process, but also the implementation of reconstruction and development. In order to make projects and programmes a reality, it is imperative that commitment, honesty and reliability form the cornerstones of involvement in a fair process of reconstruction and development.
- **Prioritization**
Given the vast demands for development, synergy should allow for the realization of systematic progression towards economic transformation and reform thus putting in place an ethic of cooperation.
- **Building the future today**
Ngqushwa realizes the urgency for the realization of a better life for all.
- **Cyclical and Progressive**
The proposed approach realizes the urgency to build a new planning system, methodologies and products in response to global, national, provincial and local turmoil experienced. The approach will be highly interactive, responsive to stipulated needs and must be adaptable and flexible in order to benefit from a "learning by doing" concept.
- **Timeframe**
Time is of the essence in ensuring synergy between short (1 year action plans), medium (5 year action plans) and long term (up to 25 years) developmental plans. This IDP is the medium term plan for Ngqushwa Local Municipality.

1.1.2 The Methodology

The IDP methodology adopted, adhered to and recommended by the Department of Provincial and Local Government involves four prescribed phases. Each phase involves numerous actions, interventions and activities and includes an analysis of the current situation; the development and presentation of strategies through the identification of objectives for each priority issue identified; project formulation and an integration phase.

1.1.3 Why an IDP review?

Local government functions within an ever-changing environment. The dynamic nature within the global, national and local environments, constantly presents local government with new challenges and new demands. Also the needs of communities of Ngqushwa Local Municipality change. The five year developmental plans will be reviewed annually so that the local municipality is confident that the needs being addressed are real, actual, current, accepted, identified and raised by the community thereby promoting good corporate governance.

The IDP annual review:

- Is legislated in terms of the requirements of the Local Government Municipal Systems Act 32 of 2000.
- Establishes a platform for critically re examining current legislation in order to acquire a deeper insight into achieving the objectives of local government.
- Assists in the recognition of linkages between development, delivery and democracy through the continuous engagement with business, citizens and community groups.
- Is critical in assisting Ngqushwa Local Municipality to assess performance, accountability and overall state of local government therefore ensuring that the plans are being implemented. It also helps the municipality to assess the impact and effectiveness of previous development strategies adopted so as to update information in collaboration with the Central Statistical Service and make the necessary adjustments to the plans as required.
- Allows for Ngqushwa Local Municipality to assess their administrative and financial capacity demonstrated in order to allow for the allocation of executive and legislative powers and functions between category B municipalities and district governments.

The IDP review can serve as a tool in obliging all spheres of government to co operate with one another in mutual trust and good faith through fostering friendly relations, assisting and supporting one another, informing one another of, and consulting one another on, matters of common interest in order to enhance the implementation of policy and programmes.

1.1.4 Legislative Framework

The IDP's were made a legal requirement for municipalities in the **Local Government Transition Act (LGTA)/ Second Amendment, (1996)**.

The White Paper presented a sound contextual justification of integrated development planning as a tool for "developmental local government" for objective orientated resource allocation, institutional transformation, interaction within other spheres of government and transparent interaction between municipalities and residents, in line with the principle of accountability.

The Constitution of the RSA (1996) provides the primary, overarching framework within which local government planning must be contextualized. The Constitutional mandate given to local government is to provide democratic and accountable government for all communities and ensure the provision of services to communities in a sustainable manner which promotes social and economic development, a safe and healthy environment thereby encouraging the involvement of communities and community organizations in the matters of local government.

- **Reconstruction and Development Programme (RDP)**

The RDP provides a context for IDP s in its opening sentences:

“The RDP is an integrated, coherent socio-economic policy framework. It seeks to mobilize all our people and our country’s resources toward the final eradication of apartheid and the building of a democratic, non-racial and non-sexist future.”

- **Rural Development Strategy**

Ngqushwa Local Municipality will in its turn around strategy, focus on:

- The promotion of LED in support of small business
- Provision of access to opportunities for small farmers and entrepreneurs
- Management that promotes economic and market development
- small and medium scale enterprises’, small agriculture, tourism and labour based infrastructure development
- The development of agricultural land use plans
- Promotion of transport infrastructure
- Promotion of sanitation and waste system that are environmentally sustainable
- Promotion of good hygiene.
- Maintenance of environmental integrity.

1.1.5 Municipal Vision

“To be the preferred, vibrant, and socio-economically developed Municipal area that embraces a culture of human dignity, good governance, and characterized by good quality of service for all”.

1.1.6 Mission Statement

Ngqushwa Local Municipality will strive to become a benchmark institution in the country in respect of good quality and affordable services, through efficient resource mobilization and management, stimulation of economic growth and good governance practices.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 INTRODUCTION

The purpose of the situational analysis is to provide an overview of the existing situation by focusing on the relevant aspects of the situation which will enable the management of the municipality to make appropriate management decisions.

This IDP has shifted its focus to the accessing of all vital information imperative to understanding the area of jurisdiction and has undertaken to fulfill its commitment through obtaining the relevant information illustrating all the activities, challenges and needs identified, while considering the strengths, opportunities and weaknesses prevailing in the area in order to unleash its full potential.

- This chapter provides descriptive data across a range of socio economic indicators of Ngqushwa Municipality.

It is necessary to acknowledge the need for both quantitative (data based) as well as qualitative data (participatory methods of analysis).

In some instances trends in the municipality have also been compared with trends at district level in order to understand these in their regional context. This is crucial as it provides the municipality and its social partners with deep insight into local socio-economic trends, patterns and development challenges.

The aim of a situation analysis study is to identify the major strengths and weaknesses of the geographical area as well as ascertaining the available information and current development initiatives being undertaken.

The situation analysis has as its main goal the identification of key developmental issues pertaining to the geographical area and to acquire a deeper understanding of these issues. The under mentioned aspects have been addressed during the situational analysis phase:

- status quo, trends and people's priority needs and problems
- knowledge on available and accessible resources and potentials.
- Understanding the nature/ dynamics or causes of these issues
- Spatial analysis

Various methods were used to conduct the situational analysis:

Desktop Study

Various reports, statistics and sources of information were collected, collated and analyzed. This included financial reports, performance reports and other factual data.

- **Questionnaires**

A socio economic community survey of the entire Ngqushwa geographic area was undertaken to address the key issues raised at “grass roots” level. The survey results are available on request.

- **Ward Verification Meetings and Workshops**

Several working sessions and meetings facilitated by the municipality were held with the various communities in Ngqushwa. The purpose of these ward meetings and working sessions was to establish socio economic issues and to afford residents an opportunity to raise issues of concern which could be addressed during the IDP process.

- **Departmental Interviews and Working Sessions/meetings**

Departmental interviews and several working sessions were held with the Municipal Manager, Departmental Heads, and the Executive Committee.

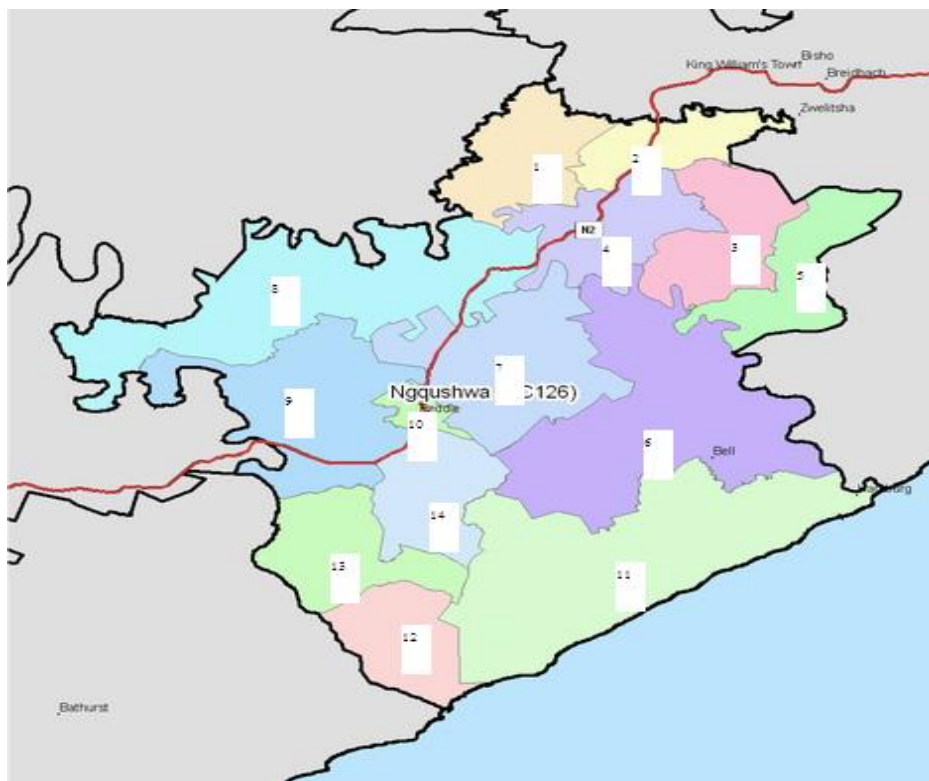
Planning for future development requires a commitment and active involvement in acquiring relevant and accurate information of the geographical area concerned in order to utilize the land and its inhabitants to their full potential thereby directing the community towards the achievement of the developmental priorities and leading them towards achieving social and economic prosperity.

2.2 GEOGRAPHIC LOCATION

Ngqushwa Local Municipality falls within the jurisdiction of the Amathole District Municipality which is situated in the Eastern Cape Province, Amathole District Municipality and covers an area of 23 573km² and the Ngqushwa municipal area covers 2245 square kilometers which accounts for 10% of the district. The administrative seat of the Municipality finds itself in Peddie and the municipal area is divided into 14 wards.

Ngqushwa is located in the west of the Amathole district and consists of two towns Peddie and Hamburg, a portion of King Williams Town villages. It is one of the eight municipalities that fall within the Amathole District Municipality. Ngqushwa Municipality consists of 118 villages. Ngqushwa is bordered by the Great Fish River to the west and the Keiskamma River to the East. The southern boundary comprises a part of the coastline of the Indian Ocean.

Figure 1: Locality Map of Ngqushwa Area Jurisdiction



2.3 DEMOGRAPHIC INFORMATION

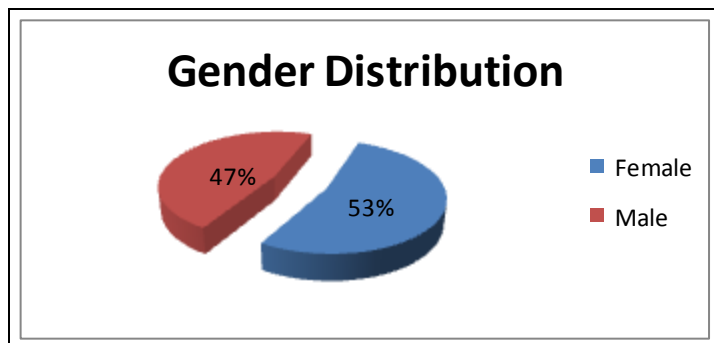
2.3.1 Population Size and Distribution

Ngqushwa Local Municipality has an estimated total population of 84233 people according to the 2001 census figures. It is estimated that the population growth rate is 1.2% per annum and the population figure for 2007 can therefore be estimated at 90482 people. The population density in 2001 was calculated at 37.5 people per square kilometer. If this is escalated by the population growth rate, it will give a density of 40.3 people per square kilometer for 2007 which is somewhat lower than some of the municipalities in the Eastern Cape. The municipal area is predominantly rural in nature with 95% of the population residing in rural areas and only 5% residing in the urban areas.

2.3.2 Age and Gender Composition

Approximately 38% of the population of Ngqushwa are 19 years or younger and approximately 10% of the population are 65 years and older which means that 52% of the population are between the ages of 20 and 64 years.

Approximately 53% of the Ngqushwa population is female and the remaining 47% is male.



2.3.3 Racial Composition

The municipal area does not display much racial diversity, with more than 99% of the inhabitants being African. The remaining 1% is comprised of Coloured, White and Indian racial groups.

2.3.4 Households

According to the statistics from the 2001 census there are 21891 households in the municipal area and the average household size is 4.5 persons.

2.7% of households are headed by persons under the age of 20 years and 18.6% are headed by persons over the age of 64 years. 52% of households are headed by women.

2.4 ECONOMIC INDICATORS

2.4.1 Employment and Household Income

Unemployment figures in the NLM are very high and according to Global Insights (2006) are calculated at 78%. The table below provides a comparative summary showing NLM as having the highest unemployment rate (more than 20% above the Eastern Cape average). The number of households earning less than R1500/month is estimated at 66.8% which is very high but comparable to the rest of the province.

Table 1 Unemployment and Household (HH) income for the Amathole District

	UNEMPLOYMENT	HH INCOME <R1500/month
Eastern Cape	53.5	65.2
Amathole	52.7	67.0
Mbashe	75.8	71.6
Mnquma	65.4	76.0
Great Kei	38.2	76.0
Amahlathi	59.4	73.5
Buffalo City	44.8	55.0
Ngqushwa	78.0	66.8
Nkonkobe	65.9	77.8

Nxuba	57.4	61.8
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Source: Amathole Growth and Development Summit Socio-Economic Profile 2007

Household income levels in the area are generally low. According to the 2001 statistics 71% of the population earn less than R800 per month. 19% of the population earn between R800 and R3200 per month. Only 3.9% of the population earns more than R3200 per month.

2.4.2 Economic Sectors

Agriculture and tourism sectors were identified in the 2006/07 IDP review as being major sources of generating income in the Ngqushwa area. The municipality has some agricultural enterprises that need to be promoted under the auspices of local economic development. The tourism industry has been identified as an industry that needs to be properly developed to reach its full potential.

In keeping with provincial and district statistics, the majority (47%) of the population of Ngqushwa are employed in the public sector or community services, which is an unlikely base for employment expansion. The wholesale and retail trade, repairs, hotels and restaurants, and the domestic sector are the second and third largest employers, accounting for 10% of jobs each.

The informal sector employs 7% of the economically active population of the Amathole district. The wholesale sector is the biggest provider of informal jobs throughout the district. In Ngqushwa the wholesale sector makes up 60% of all informal jobs.

There are no historical sites and or buildings identifies as heritage sites to promote the tourism potential of Ngqushwa.

2.4.3 Human Development Index

The Human development index (HDI) is used as an indicator of development. The HDI is calculated by measuring the overall achievement in respect of the three basic dimensions of human development namely longevity (life expectancy), knowledge (literacy) and standard of living (income).

Amathole District Municipalities HDI is 0.48 which is an indication of the low level of development. The HDI for Ngqushwa is 0.46 which is one of the lowest for the district but comparable to others in the district (eg Mbashe-0.42 and Buffalo City-0.59).

The skills levels of the population are very low as reflected by the district picture. 29% of workers in the Amathole District have either elementary skills or are unskilled workers. 4% OF Amathole's working people fall into the skilled category and 14% have professional skills.

Findings:

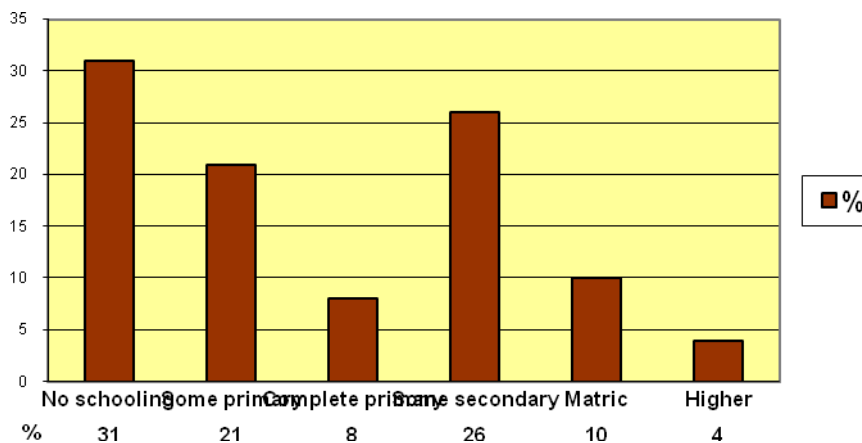
- Only 23.5% (21 263) of the people in the area are employed.
- The situation impacts negatively on the population's dependency on social grants.
- These figures will have a negative impact on the area's growth and development potential, as there is little money in circulation.
- The low income levels reflect the inability of residents to provide basic shelter to support themselves financially and to pay for municipal services, thus influencing the functioning of the municipality.
- Human development index is low due to low life expectancy, low literacy levels and low income levels/standard of living.
- It is imperative to raise the human development index in order to be successful in project and programme implementation.

2.5 SOCIAL INDICATORS

2.5.1 Education

The area is characterized by poor literacy levels and low educational levels. 31% of the population have no schooling, while 29% have a primary school education or lower. 36% have some high school education with only 10% of this number completing matric. Only 4% of the population have post matric qualifications. Ngqushwa is served by 99 primary schools, 37 secondary schools and 86 Pre-primary schools. Currently, there is no functionally library in the municipality, however the municipality is in the process of converting the Peddie town hall into a fully operational library.

Table 2 Literacy levels in Ngqushwa



Source: Statistics South Africa 2001

Findings:

- Comparisons of the levels of education across the municipalities point to strong links between low household incomes, high unemployment and a low human development index.
- Functional literacy for Ngqushwa is at 55%. The low levels of education imply a need for adult education and skills development programmes, improvement in access to schools and resource allocation to enhance opportunities for further training.
- Low education and income levels indicate a need for linking vocational and technical training initiatives with project and programme implementation.
- All the schools are in a good serviceable condition i.e. regular maintenance is being done.
- Learners displaying high potential and gifted learners need to be identified, motivated and supported in furthering their academic qualifications.
- Bursaries are required to encourage pupils displaying a high academic and sporting performance.
- Residents seem to blame school absenteeism on inefficient transport to schools.
- Libraries provide access to education and recreation.

KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE

2.5.2 Health

The Amathole District Municipality is responsible for the provision of comprehensive primary health care to the community. National and Provincial agencies are responsible for welfare and developmental social services as well as social security and support services.

The Eastern Cape is divided into five health regions which differ from district council boundaries. The Amathole District Municipality and subsequently Ngqushwa fall within Region C which also includes Fort Beaufort, Albany, King William's Town, East London and Butterworth. It is believed that the regional position will provide an adequate reflection of the situation in Ngqushwa.

The mortality rate in this region is the lowest in the province with a rate of 33 deaths per 1000 live births, which is even lower than the national average of 59 deaths per 1000 live births. The low rate is an expression of the low immunization rate of 58% painting a clear picture that better access to health facilities could bring about an improvement in health to the region.

The biggest threat to adult's health status in the district is HIV/AIDS. The average prevalence rate is between 24.1% and the 28.5% as reported by Ngqushwa Municipal clinics. This relates to an infection rate of between 20300 and 24090 of the 84234 residents of Ngqushwa Municipality. In region C where Ngqushwa falls the rate is 17.8% which is the second lowest in the Eastern Cape according to statistics released in 2000.

Despite statistics indicating an increasing infection rate, the rate of infection appears to be slowing in the Ngqushwa area which is a positive indicator. Since Ngqushwa is mostly rural, HIV prevention programmes have to deal with problems surrounding access to primary health facilities and services.

The impact of HIV/AIDS is exacerbated by the prevalence of tuberculosis. TB prevalence in region C is 5.9% compared with the provincial average of 10.3%. The region therefore has the lowest incidence of tuberculosis in the Eastern Cape. TB is generally associated with poverty and overcrowding. These factors are also evident in Ngqushwa and it is essential that this be monitored to prevent an escalation of this figure.

6% of the population of Ngqushwa has some form of disability. The highest number of people have visibility impairments (25%) followed by those with physical impairments (11%). 26% have emotional and intellectual impairments.

According to the 2006/07 IDP review, the provision and distribution of health facilities was regarded as adequate but the quality and services rendered was found to be inadequate.

There is one hospital to serve the entire municipal area namely the Peddie Nompumelelo General Hospital which has 656 beds. The hospital has undergone major repairs and maintenance.

The remainder of the municipal area is served by 26 clinics and 3 mobile clinic units (however only 1 vehicle in operation, therefore there is need for more vehicle) that provide access to lower level health care. This means that primary health care facility serves 4476 persons. The figure was compared with the World Health Organization's indicator of one primary health care facility per 10 000 people and on the surface appears adequate however most facilities are located more than an hour's travel by local transport or foot, which reduces the adequacy of the provision. The mobile clinics provide health services on a regular monthly basis varying from once per week, to three times a week. However during the under review the department of health had indicated the challenge around mobile clinic due to non availability of vehicles to serve this purpose.

The most crucial issue facing these primary health care facilities is to improve the services and quality of services rendered which is currently hampered by inadequate equipment and to ensure that there are facilities in each ward.

Table 3 Personnel available at clinics:

Number	Name of clinic	Personnel: Nursing staff	Administration
1	Gateway Clinic	Not operational	Not operational
2	Bhele Clinic	3	2
3	Glenmore Clinic	4	1
4	Gwabeni Clinic	2	2
5	Hamburg	3	2
6	Horton	3	2
7	Jaji	5	1
8	Jama	6	3
9	Matomela	3	2
10	Norah	3	1
11	Peddie Extension	5	4
12	Pikoli	3	1
13	Robert Mbalakana	2	2
14	Wesley	5	2
15	Mthyolo	3	1
16	Mthombe	2	1
17	Masele	3	2
18	Ngqwele	3	2
19	Phunzana	4	1
20	Thamara	3	0
21	Twecu	2	0
22	Zalara	2	2
23	Nier	2	0
24	Ndwayana	2	3
25	Qeto	Waiting handover	Waiting handover
26	Tyata	Waiting for Resources and staff	Waiting for staff

There are 6 Medical doctors employed full time and 1 roving medical doctor and 1 dentist for the clinics.

2.6 ENVIRONMENTAL INDICATORS

2.6.1 CLIMATE

The municipal area is characterized by different levels of elevation and this result in climatic variation. The coast is subtropical and is usually cool and humid whereas the conditions inland are hot and semi-arid. Rainfall is low to moderate and varies between 400mm in inland areas and 700mm per annum along the coast. The area falls within the summer rainfall climatic zone. The coastal areas are characterized by high velocity winds.

The climate of the region is conducive to the tourism potential of the area as it is moderate throughout the year with no extremes of temperature or rainfall.

2.6.2 BIOPHYSICAL ENVIRONMENT

The local bio-physical environment of the Ngqushwa municipality is experiencing a steady decline. The decline has accelerated in recent years as the effects of increased human activity, population

growth and concentration become more evident. This decline is evidenced by a prevalence of the following:

- Soil erosion, which is caused by poor veld management, uncontrolled burning of the veld and overgrazing. These practices result in a loss of fertile agricultural soils and cause a general ecological decline of the area. This is especially prevalent in ward 8.
- Deforestation, which is caused by the indiscriminate felling of trees for domestic purposes including firewood, construction and medicinal purposes. These practices result in a reduction of botanical diversity, loss of aesthetic value and economic potential of the area.
- Environmental pollution, resulting from the use of pit latrines, use of natural water sources for domestic purposes, indiscriminate solid waste disposal, smoke from the burning of refuse and uncontrolled veld fires. These practices result in air, soil and water pollution especially in rural areas.
- The establishment of alien and invader plants, which is caused by the introduction of alien and invader plants. This problem is compounded by deforestation and erosion which create a climate that facilitates the dispersion of these plants. The result is a loss of arable land. The Department of agriculture and the Department of Water Affairs and Forestry (DWAF) have programmes to address this issue by eradicating these plants thus at the same time create jobs.
- A decline in the aesthetic quality and eco tourism potential of natural areas.
- A lack of environmental regulation which results in indiscriminate utilization of natural resources and which ultimately impacts on the eco-tourism potential of the municipality.

The biophysical environment of Ngqushwa is characterized by diverse ecologically sensitive areas. The area has a high degree of aesthetic appeal and is also rich in natural resources that are ideal for the eco tourism industry such as the physical landscape (mountains, valleys, the coastline, dune systems, sand beaches, estuaries, wetlands, etc)

Areas of conservation importance and eco tourism potential include:

- The coast line and marine resources
- Coastal forests occurring in close proximity to the coastline
- Wetlands including coastal and inland wetlands
- Estuaries, streams and rivers
- Nature reserves

The municipality has recognized the need and importance of developing conservation policies and practices to ensure the conservation of these areas and ensure that they are utilized in an ecologically sustainable manner which will not only promote the economic potential of the area but also ensure that they are available for use by future generations.

Awareness has increased as to the importance of environmental issues, stressing the necessity for the sustainable management of development and settlements. This has included a special focus on the persistence of poverty and the effects of economic and environmental change on low-income and population groups with limited resources.

There is also a realization that it is impossible to separate economic development issues from environmental issues. Many forms of unsustainable development models and approaches erode the environmental resources upon which they are based and environmental degradation can undermine economic development and vice versa.

High poverty levels have also become an integral part of the environmental challenges continuum. As a consequence it has become apparent that there is a need to deal with environmental problems by addressing underlying issues of poverty and economic decline in the area.

2.7 LAND AND HOUSING

2.7.1 SETTLEMENT PATTERNS

Ngqushwa is predominantly rural with only 5% of the population living in the urban areas, as opposed to 95% of the population who reside in the rural areas.

The settlement patterns of Ngqushwa can be divided into the following categories

- **Urban Areas**

Peddie and Hamburg are the only two proclaimed towns within the municipality. There are peri-urban settlements established outside of both of these nodes which in the case of Peddie almost encircle it.

Peddie can be regarded as a regional hub for service rendering to the entire municipal area. The majority of the region's services and facilities are located here and economic and social functions are performed from here. It also plays an important administrative role as the seat of the municipality is also in Peddie. Not all areas of the town are serviced, particularly the lower income areas which are found in the main part of the town.

Hamburg is primarily a holiday destination. Development in this area has become stagnant over the past 3 decades and facilities are in a poor condition. The area is also not actively promoted as a holiday destination.

- **Rural Areas**

The majority of the population that is 95% resides in the rural area which means that access to essential services and facilities by the majority of the population is also limited. This also compromises the municipality's ability to raise revenue on the basis of services. These limitations have been recognized by the municipality and are in the process of being addressed.

There are 118 rural villages which are scattered throughout the municipal area. These villages are surrounded by commonage land that is used for a mix of agricultural purposes including crops and livestock which are farmed primarily on a subsistence basis.

Rural villages can be classified as follows:

- Traditional rural villages such as Bell, Bodium, Crossroad, Lover's Twist, etc which owe their establishment to their proximity to an agricultural resource base.
- Rural villages established in response to commercial agricultural needs in terms of labour on commercial farms. These villages are primarily in ward 6, 7 and 11 and include Benton, Tharfield, Jamesdale, Stourpoort and Lewis.
- Holiday resorts such as Birha, Mgwalana, Mpekweni resorts which are newly developed in response to the localized resort potential of the coastal area.
- Minor and isolated farm communities scattered throughout the municipal area.

- **Conservation Areas**

There are a number of environmentally sensitive areas which are categorized as conservation areas and which are primarily situated along the coast.

- **Agricultural Areas**

Agricultural areas are characterized by diverse uses. Subsistence farming of crops and livestock takes place. Grazing is however problematic as it is uncontrolled.

The alluvial soils of the Keiskamma River terraces are suitable for subtropical fruit production, vegetable production and fodder crop production. Rain fed cropping is also a viable option on the coastal plains and plateau.

2.7.2 LAND TENURE AVAILABILITY AND DISTRIBUTION

There is sufficient rural and urban land available in Ngqushwa municipal area to accommodate the short, medium and long term demand for land. Land release is however problematic and numerous tenure and distribution issues needs to be addressed.

In the Ngqushwa municipal area, most urban land is owned by the Municipality. Rural land is however primarily state owned and interspersed with a number of informal land rights. A need was identified to convert the tenure of the large tracts of state owned land to communal ownership. Land release for housing projects has either been very slow, or has not been responded to in spite of the submission of applications to that effect. Ngqushwa is also characterized by a diversity of land uses and land tenure which is primarily attributable to the previous dispensation as evidenced by historical forms of land rights, such as African freehold, quitrent and permission to occupy (PTO) which are still prevalent in the area.

The land tenure arrangements prevalent in Ngqushwa are summarized in table 4 below:

Table 4 Land tenure arrangements within Ngqushwa

Bell/Bodiam	Freehold/Quitrent
Tyefu Irrigation Scheme communities of Glenmore, Ndwayana, Pikoli-Kalekeni and Ndlambe Glenmore established late 70's early 80's, Ndwayana	PTO's in dense settlement Others old nineteenth century settlements PTO's under TA New tenure arrangements introduced by Ulimocor/irrigation scheme, with foot plots, etc, but never with full community sanction.
All other rural settlements	PTO's
Surveyed farms, formerly white owned, purchased by SANT to consolidate former Ciskei	Currently black owned or "leased" pending transfer to black farmers (conveyancing problems) or to be transferred to groups of occupiers with IPILRA rights-CPA's.
Former Ulimocor Pineapple farms, same as above. Three separate blocks of land in the south east.	Tenure still under the state, Company (Pineco) running pineapple production, workers organized under Peddie Pineapple Development Trust-intention to investigate transfer of land to Trust over time.

Source: District Sector Plans: Land Reform and Settlement Plan, ADM, 2003 as cited in the 2006/07 IDP review

There are a number of surveyed farms which were acquired from former white owners, some of which are in the process of being transferred to black commercial farmers and holders of IPILRA rights. There are also farms which have been transferred to former lessees who had Deeds of Sale under the Ciskei regime. Delays are however being experienced with the transfers of the above properties due to a number of reasons including unregistered subdivisions.

Land redistribution of land is also a complex issue and is a major issue within this municipality. The Amathole District Land Reform and Settlement Plan identified the following crucial issues in respect of the current state land disposal process.

- There is a lack of consultation between the local municipality and DLA/DoA over decisions regarding the disposal of state farms.
- There is insufficient information about the extent and availability of land earmarked for disposal available to the local authority and communities.
- Legitimate land owners do not have their title deeds.
- The process whereby the legal occupant of land is identified needs to be done faster.
- Communities need to be given information on how to access land for farming and the relevant policy provisions.
- There is a need for greater support and communication from DLA

The restructuring agreements and subsequent land rights and transfers between the former parastatal, Ulimocor and the Peddie Community Development Trust need to be finalized as there are economic benefits to this. There are unresolved land claims that still needs to be resolved.

2.7.3 PLANNED AND SURVEYED SITES

The following settlements (Table 5) within the Municipality have recently been planned and surveyed as pilot projects in order to facilitate service and infrastructural provision as advanced by the Rapid Land Development and People's Housing Process.

Table 5: Planned and surveyed sites

Area	Approximate number of sites
1. Hamburg	600
2. Mpekweni	1000
3. Gcinisa	500
4. Ntilini	350
5. Glenmore	600
6. Prudhoe	350
7. Feni	1000
8. Qaga	500
9. Pikoli	820
10. Cisira	500
11. Runlets	450
12. Tuku A	527
13. Durban	500
14. Madliki	500
15. Crossroads	440
16. Upper Gwalana	598
17. Nonibe	623
18. Ntilini	121
19. Mgababa	780
20. Tamara	500
Total	11259

Source: Ngqushwa municipality, 2008

Additional areas have been identified and a business plan submitted to the Department of Housing, Local Government and Traditional affairs for their survey and planning. The surveying and planning of Mavathulana was in progress at the time of compilation of this report. (see table 6)

Table 6 Areas identified for survey and planning

Area	Approximate number of sites
Mavathulana	600
Dlova	300
Lewis	250
Mankone	500
Total	1650

Source: Ngqushwa municipality, 2008

2.7.4 HOUSING

Housing sector plan was adopted in 2008, however according to the infrastructure department it needs reviewal.

ECSECC (2007) puts the current housing backlog at 19380. It emerged that there exists a much stronger demand for rural housing subsidies than urban subsidies. The Municipality is of the opinion that the urban need of 1537 and rural need extends to 13800 units.

According to the 2006/7 IDP review, a number of housing projects were in the process of taking place namely:

- Peddie Town (Peddie Extension) 1420 units, 710 houses were completed and other 710 is under construction
- Prudhoe (300 units) under construction
- Hamburg: A pilot housing project comprising of 30 low cost houses. completed

A number of settlements in the wards were also identified for the People's Housing Process (PHP) and the Rapid Land Release Programmes of the Department of Housing and Local Government.

Ngqushwa municipality has also facilitated the survey of land in a number of areas for the commencement of pilot projects in order to facilitate service and infrastructural provision as required by the Rapid Land Development and People's Housing Processes.

These developments are negatively affected by the availability of Bulk Services for housing development which have very high cost implications.

Table 7 Access to housing

Type of dwelling	%
Formal	62.06
Informal	3.58
Traditional	34.14
Other	0.22

Source: Statistics South Africa, 2005 as quoted in IDP review 2006/07

2.7.5 HOUSING SUBSIDY PROJECTS

There are 2 approved housing projects comprising 2177 units. Of these, 1420 is for green fields development and 500 are in-situ development. The Municipality is the sole developer of all housing projects.

2.7.6 PAST AND CURRENT HOUSING PROJECTS

The housing projects currently undertaken by the Municipality are in Peddie (Peddie 710 and Peddie 500). A pilot housing project, consisting of 30 low cost houses, has been completed in Hamburg and in Peddie, as 28 low cost housing units of the pilot housing project has also been completed. In addition, 395 out of 500 housing units of the Masakhane housing project in Peddie Extension have also been completed.

The past and current project details are provided in table depicted below.

Table 8 Past and Current Housing Projects in Ngqushwa

Project Title	Ward Area	Sites	Project Value	Houses Complet	No of units not	Project Type	Project Status	Comments
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			(R'000)	ed	started/u nder const ruction			
Peddie Masakhane	10	500	7 500	395	105	Green Fields-PLS	The project is in progress	Awaiting top up funding (R721 828.06) Approved for completion
Peddie Ph 2R/L 2	10	1420	38 802	710	710	Green Fields PHP	The project is in progress	710 houses are under construction.
Hamburg (Low cost Pilot Project)		30	-	-	-	-	Completed	-
Peddie Low cost pilot project	10	28	-	-	-	-	Completed	-
Prudhoe						In-situ	ADM Project	
Gcinisa South	11	500	-	-	-	-	Planning stage	Awaiting approval from the MEC
Hamburg	11	500	-	-	-	-	Planning stage	Awaiting approval from the MEC
Mpekweni	12	500	-	-	-	-	Planning stage	Awaiting approval from the MEC
Qaga	2	500	-	-	-	-	Planning stage	Awaiting approval from the MEC
Peddie Alf Dlamini heights-middle income	10	150	-	-	-	-	Planning stage	Developer already
Total		1978	R46302	1105	815			

Source: DHLGTA, 2007; Ngqushwa Municipality 2008

Housing will always be an ongoing need in municipalities which will be hampered by affordability levels.

2.7.7 HOUSING PROJECTS

Peddie 710 has been unblocked and the contractor is on site.

Incomplete Project

Peddie 500 was unfinished with 106 units outstanding. The department of Housing has prepared an application for funding to complete the project.

2.7.8 HOUSING INFRASTRUCTURE

A Water Services Development Plan (2008) is in place therefore the prioritization of water and sanitation projects are guided by this plan. Bulk water supply is available to accommodate for existing and additional housing projects identified. This however does not apply to sewerage infrastructure. Water borne sewerage is only available in Peddie Town where the bucket system has just been upgraded in 2007. For the rest of the municipality, VIP toilets are the main form of sanitation. The sanitation backlog in Ngqushwa is very high. 93.4% of households are below the RDP standard and approximately R97 480 950 million is required to eliminate the backlog and this in particular in the rural areas.

A major challenge facing the municipality is the difficulty in extending bulk infrastructural services to the outlying areas due to the scattered nature of the settlements. Efforts have been made to provide water up to the IDP standard (public stand pipes) but it has not been possible to connect pipes to individual households. This problem equally affects electricity supply because the cost of providing new connections for new extensions will further stretch the resources of the Municipality. Another challenge facing housing delivery was the difficulties experienced in transporting building materials due to the poor state of rural road networks. Suppliers of materials are also not able to supply the required quantities at the given times. Local contractors are also not able to obtain contracts because they are not registered with the NHBRC.

These challenges will be addressed and explored in terms of Local Economic Development opportunities.

2.7.9 HOUSING IMPLEMENTATION PLAN AND PROJECT SCHEDULES

The estimated amount of housing to address the backlog and the cost of implementing the needs over the next 5 year period is indicated in table 9 below. This amount is calculated on the basis of the current housing subsidy quantum of 40m², which is R38 984 and R15 922 for Engineering Services, totaling to R54 976. The detailed breakdown of the R38 984 is as follows: P1-P3 (R15 542), P4 (R450) and P5 (R22 992).

The tables below indicate the housing project schedules for the uncompleted projects due to backlogs, planned projects up to 2012 as well as the cash flow of current and planned projects projected between 2008 and 2012.

Table 9 Project Schedule – Current Projects

Project Name	Area/ Ward	No. of sites	Project Type	Number of units				
				Yr 1 2008	Yr 2 2009	Yr 3 2010	Yr 4 2011	Yr 5 2012
Peddie	Peddie	106	Green				105	

Masakhana			fields					
Peddie Phase 2	Peddie	710	R/L				285	425
Total		816					390	425

Source: Ngqushwa municipality, 2008

Table 10 Project Schedule – Planned Housing Projects

Project Name	Area/ Ward	No. of sites	Project Type	Number of units				
				Yr 1 2008	Yr 2 2009	Yr 3 2010	Yr 4 2011	Yr 5 2012
Mpekweni	12	500	Rural housing				500	
Gcinisa South	11	500	Rural housing				500	
Hamburg	11	500	In-situ upgrading				500	
Qaga	2	500	Rural Housing				500	
Al Dlamani Heights	10	150	Middle income				50	100
Total							2550	100

Source: Ngqushwa municipality, 2009

Table 11 Project Schedule – Current Projects

Project Name	Area/ Ward	No. of sites	Estimated amount (R'000)	Number of units				
				Yr 1 2008	Yr 2 2009	Yr 3 2010	Yr 4 2011	Yr 5 2012
Peddie Masakhana	Peddie	106	722				722	
Peddie Phase 2	Peddie	710	245 031				11 108	233, 923
Total		816	245 753				11 830	233, 928

Source: Ngqushwa municipality, 2008

Table 12 Cash Flow – Planned Projects

Project Name	Area/ Ward	No. of sites	Estimated Amount (R'000)	Number of units				
				Yr 1 2008	Yr 2 2009	Yr 3 2010	Yr 4 2011	Yr 5 2012
Mpekweni	12	500	27 488				27488	
Gcinisa South	11	500	27 488				27488	
Hamburg	11	500	27 488					27488
Qaga	2	500	27 488					27488
Al Dlamini Heights	10	150	-				100	-
Total		2150	109 952				54976	54976

Source: Ngqushwa municipality, 2008

These amounts are calculated at the current housing subsidy quantum of 40m² which is R38 984 and R15 922 for engineering services totaling R54 976 per house.

Information from the Amathole District indicates that there is MIG funding projects within the Ngqushwa Municipality that will assist in the promotion of housing delivery.

2.8 INFRASTRUCTURE

2.8.1 Telecommunication

20% of the population has access to telecommunication in their homes either through a land line or their own cell phone. 65% have access to phones at a reasonable distance and make use of phones belonging to other persons or public phones. 15% have no access or access at a location far from their homes.

2.8.2 Electricity

The electricity supply to the area is provided and maintained by ESKOM in accordance with their Rural Electrification Programme. Approximately 90% of the population has access to electricity. In the near future the municipality will look at its capacity to sell and maintain electricity taking over from Eskom.

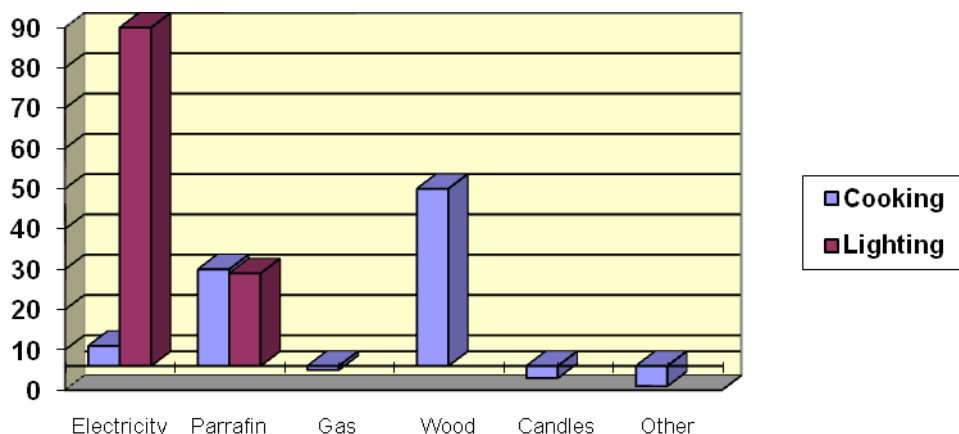
70% of the population makes use of electricity for lighting purposes, but only 11% make use of electricity for cooking purposes. Wood is the most commonly used source of energy for cooking purposes (52%) which can have serious environmental consequences. Paraffin is the second most commonly used fuel for both lighting and cooking.

The Municipality is aware of the load shedding taking place in the country and the distribution disruptions and will endeavor to save and conserve energy.

The Municipality will investigate the use of alternative renewable energy sources, such as wind turbines, solar heating and electricity generated from solid waste should industrial and commercial expansion require such.

The Municipality will also investigate ways to conserve energy in view of the current national problem of load shedding and resultant distribution disruptions.

Table 13 Sources of energy consumption



Findings:

- The present electricity supply scheme is able to cope with future demand for 10 years.
- Prepaid electricity meters can be installed.
- Services must be provided in accordance with affordability of residents.
- Communities need to be informed of different levels and costs of different services.
- Street lighting is required in certain areas.
- Non payment of services, cost recovery on services and provision is at a deficit.

2.8.3 Water and Sanitation

Ngqushwa has a water service development plan which was compiled by consulting engineers. This plan provides strategic direction to the municipality in this sector and identifies the most crucial projects. It should be noted that Ngqushwa Local municipality is not a water service authority, therefore the function of water and sanitation is solely function of the Amatole district municipality.

Bulk water infrastructure is provided by a number of dams and water purification works within the municipal area which is operated by the Amatola Water Board. Table 4 gives an indication of these facilities.

Table 14 Dams operated by Amathole Water Board in Ngqushwa Municipal area.

DAM	DAM'S CAPACITY	FIRM YIELD (Mm3/pa)
Dabi Dam	0.23	0.50
Mankazana Dam	1.85	1.38
Ndlambe Dam	0.06	0.06
Rura Dam	0.05	0.05
Sandile Dam	7.4	4.14
Laing Dam	5.55	2.76
TOTAL	2.84	2.14

Source: Extract from the Amathola Water-Amanzi Annual Report (1999-2000) as quoted in IDP review 2006/07

The Amatola Water Board also manages and operates six water treatment plants which collectively supply 2.84 million liters of portable water. These water treatment plants are as follows:

- Dabi water treatment works
- Peddie Regional water treatment works

- Glenmore (Enxuba) water treatment works
- Sandile Dam water treatment works
- Laing dam water treatment works

In Ngqushwa there is only one pump station which is located at the Water Works in Nqwenerana also known as Kingslyn. The water treatment works at Tyefu has been closed down and all the areas it used to serve are now being served by Glenmore Water Treatment works.

In Peddie, adequate water is supplied from the King's Lynn scheme which is also operated by the Amatola Water Board. In Hamburg, water is supplied by Amatola Water Board from Birha scheme which is also considered adequate for the present purposes. This source is however supplemented by three boreholes which constituted the town's original supply and which are capable of supplying 25% of the town's average requirement.

The Amatola Water Board has implemented several schemes in the rural areas to supply water to these areas (Ngqushwa Amalgamation Plan, 2001).

According to the programme of the Amatola Water, the primary aim is to have one central water treatment plant that will serve the entire district and phase out the smaller ones.

According to the 2001 census figures, 46% of the population has access to a regional or local water scheme. 5% make use of borehole water, 2% purchase water from vendors. The remaining 47% of the population make use of rain water tanks, and unpurified natural sources which can have serious health implications. The statistics also showed that 25% of the population has no access to piped water. 65% of the population makes use of communal water facilities and of these 34% the access to the water source is more than 200m away from their stand. Only 10% of the population has access to individual water sources either inside their yard and or house.

More recent statistics from the Amatola Water Board indicated that 85.9% of the households in Ngqushwa Municipality have access to water supply from some kind of reticulated system, which indicates a substantial improvement and close compliance with RDP standards. A further 3.5% make use of rain water tanks which leaves a backlog of 10.6%. The reliance on natural sources still needs to be addressed.

There is only one sanitation treatment facility in the municipal area and this is at Peddie. This is a mechanical package system that is regarded as being adequate for the purpose it serves. There are only a limited number of properties in the town centre that are connected to this sanitation system.

There are no treatment facilities in Hamburg nor does the municipality render a service for the emptying of septic tanks. In rural areas use is primarily made of pit latrines, which are simply moved when the old ones are full.

According to the 2001 statistics, only 5.5% of the population has access to flush toilets which are either connected to a sewerage system or a septic tank. This results in a backlog of 96%. Almost 80% of the population makes use of pit latrines. The majority of these pit latrines have no ventilation. 2.5% of the population makes use of chemical toilets. The bucket system has been eradicated. 13.3% of the population has no access to toilet facilities.

2.8.4 ROADS

The district comprises national, trunk, main, district, minor and access roads. The Major towns are linked by an adequate network of roads and there is also a good network of proclaimed gravel roads traversing the municipal area. There are approximately 1271.38km of roads in the municipal

area. According to the Department of Roads and Public Works only 153.9km of these roads are tarred which translates to (12.11%) of the roads in the municipal area. The roads linking the various rural settlements are in a poor state of repair and are not adequately maintained.



Gravel Road

Findings:

- There is a need for the development of rural road networks.
- Maintenance and upgrading of roads restricted due to limited funds available as services must be provided in accordance with the affordability of citizens.
- A road development plan needs to be linked to an economic development plan to promote trade and tourism potential.

2.8.5 TRANSPORT

The public transport system in the area is limited and primarily constituted by private minibus taxis that service the area on a regular basis. There are inadequate facilities to accommodate this form of public transport and organized taxi ranks and commuter shelters are needed at all settlements. The municipality does not have an integrated transport plan to mitigate the above.

There are very few privately owned cars and bicycles and the majority of the population is pedestrians who have to rely on foot as a mode of travel. Pedestrians are not adequately catered for especially in terms of safety. There are no formal crossing arrangements to cater for pedestrians and animals between settlements and to compound this problem many of these informal crossings traverse national and trunk roads which has adverse effects on safety within the area.

The firm Stewart Scott recently compiled a report for the Amathole District Municipality entitled "The Public Transport Status Quo and Interim Transport Plan". In this plan they identified the following as being the most crucial transportation problems:

Findings:

- There is a lack of adequate and suitably located public transport infrastructure.
- Roads are in a poor condition especially in the rural areas.
- There are inadequate public transport services to meet the needs of pensioners, scholars, the sick and the disabled.
- There are parallel services operating in competition, sub optimal passengers loading.

2.8.6 SOLID WASTE DISPOSAL SITES

There are two approved and licensed dump sites in the municipal area which is situated at Peddie and Hamburg and which is regarded as being adequate for the current usage. 2.7% of the people have access to refuse removal service by the municipality. Where the refuse removal service is

rendered it is done by means of door to door refuse removal twice a week. There are no refuse removal sites in the rural areas and as a result of the predominantly rural nature of the population this in effect means that 96% of the population either make use of informal and unlicensed dump sites or have no access to dump sites whatsoever. A further 1% make use of communal refuse dumps.

2.8.7 COMMUNITY FACILITIES

The previous town hall in Peddie has been converted to library and 27 community halls distributed through the remainder of the municipal area. There is a challenge on community hall distribution as there is inadequate spread of at the ward levels.

List of community halls

Ward	Hall
1	Tyeni Gobozana Mtati (UNDER CONSTRUCTION stage)
2	Dubu Qaga (UNDER CONSTRUCTION STAGE) Masele (UNDER CONSTRUCTION STAGE)
3	Zondeka Dlova RHODE (TENDER STAGE)
4	Qaukeni
5	Machibi Phole Madliki
6	Bell (IN- COMPLETE) Crossroads Tuku A Legeni
7	Cisira Mgwangqa
8	Qamnyana Mankone Glenmore Baltein Ndwayana multi-purpose (NGO sponsored)
9	Pikoli
10	Ncumisa kondlo indoor sport centre Durban Location
11	Hamburg Wesley Benton
12	Mphekweni Mgababa
13	Upper gwalana Mkanyeni (UNDER CONSTRUCTION STAGE)
14	Nyaniso (TENDER STAGE)

Sports facilities are inadequately provided for. There is a single recreational club in Peddie, which is in a poor state of repair and not useable. There is two organized sports facility in Peddie Extension and Glenmore village, however they are in poor state and in need of upgrading and repair. The Hamburg sports field needs to be relocated and is presently underdeveloped as a result of severe soil erosion. Other existing sports facilities are limited to a few poorly developed sports fields which are mostly associated with the schools. There are no formal facilities in the rural areas and proper sports facilities are required in all the wards of the municipality.

There are one registered cemetery in Peddie town. All other cemeteries that are in use are not registered. One library situated in Peddie town is under construction and there are two semi libraries in Mpekweni and Hamburg but they are not fully fledged. This could be a compounding factor to the low literacy and education levels in the area. There are no community facilities that can be utilized by other community organizations which are catering for the welfare and well being of the residents.

2.8.7.1. Integrated Infrastructure Investment Plan

The local municipality has a Comprehensive Infrastructure Plan (CIP) 2008. The district municipality, local municipality and government departments fully participated in the development of the comprehensive infrastructure plan for local municipality. For the investment plan Ngqushwa utilizes, MIG grant over the MTEF period. Currently the local municipality is dependent on grants as source of income for infrastructural programmes. The CIP currently covers the capital budget.

Roads upgrading, electricity distribution, Roads and water reticulation, facilities have no indicative figures as yet and have e been deleted from the list.

2.8.7.2. Alternative Vehicles to Aid Infrastructure Investment

The local Municipality has lodge application for funding to DBSA, DPLG and DoRT, for infrastructure investment these applications have been approved

INFRASTRUCTURE DEVELOPMENT FIVE YEAR CAPITAL PLAN

2010/11	2011/12	2012/13	2013/14	2014/15
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MIG Allocation R14 349 000.00	MIG Allocation R17 257 000	MIG Allocation R20 983 000.00		
Mtati Community Hall [w1]	Tyeni-Gobozana Access Road [w1]	Bingqala Access Road[w11]	Nxopo Community Hall [w4]	Ntsinekana Community Hall [w8]
Masele Community Hall [w2]	Woodlands Community Hall [w9]	Jubisa Sports Field [w4]	Twecu-Phole Internal Roads [w5]	Tyata Community Hall [w3]
Nyaniso Community Hall [w14]	Ngqwele Community Hall [w1]	Tuku A Internal Roads [w6]	German Village Highmast Lights [w10]	Lover's Twist Internal Roads [w6]
Gcinisa South Internal Roads [w11]	Lower Gwalana Community Hall[w14]	Prudhoe Community Hall [w12]	Runletts Community Hall [w9]	Hamburg Internal Roads[w11]
DLTC [Equitable Share & DoRT] [W10]	Qhugqwala Community Hall [w4]	Glenmore Sports Field [w8]	Cheletyuma Internal Roads [w14]	Feni Community Hall [w7]
Rode Community Hall [w3]	Ntloko Internal Roads [w13]	Qaga Access Road [w2]	Maxhegweni Community Hall [w13]	Khalana Community Hall [w4]
Baltein Community Hall [w8]	Machibi Access Road [w5]	Peddie Extension Stadium [w10]	Mpekweni Sports Field [w12]	
Mkhanyeni Community Hall [w13]	Feni Internal Roads [w7]	Peddie Extension Community Hall [w10]		
Doorenkloof Access Road [w6]				

KPA 2: LOCAL ECONOMIC DEVELOPMENT

2.9. INSTITUTIONAL ARRANGEMENT

Ngqushwa Local Municipality, Amathole District Municipality, DEDEA, DEAET, the Department of Agriculture, other government departments, development institutions and agencies have a responsibility of ensuring that local economic development does take place. The NLM has an LED section which falls within the Community Services Department; This Department also has the following units: Agriculture, Tourism and SMME's, Traffic & Safety, and Waste & Environment.

In terms of its Spatial Development Framework, the Ngqushwa Local Municipality has identified its key LED Principles as follows:

- Guiding developments in a spatially efficient and effective way, whilst ensuring linkage and alignment to regional and national development policies and programmes;
- Improving linkages within Ngqushwa Municipality and beyond its boundaries to stimulate effective and sustainable integrated development;
- Directing investment to areas of greatest potential and target areas of greatest need to alleviate poverty and promote economic growth;
- Directing public and private investment in areas that would ensure the most sustainable return on investment (ROI);
- Directing Development Agencies in decision – making which directly or indirectly impacts on the municipal area;
- Creating a strategic framework for the formulation of an appropriate land use management system, and
- Protecting the eco-systems (environmental stewardship) in the Ngqushwa municipal area.

Currently the section is composed of an LED Manager, Agriculture and rural development Manager and Tourism Manager, with a volunteer at the Visitors Information Centre (VIC). It is the opinion of the Municipality that LED is a mainstream issue and that all departments and organizations have a role to play in the creation of an enabling environment.

2.9.1. Led Strategy/Plan

The Ngqushwa Municipality is at the final stage of the development of its LED Strategy, as the document is awaiting its adoption by the Council. The development of the municipality is based on the National Economic Development Framework; Growth and Development priorities as agreed upon by the social pact and compact; the Provincial Growth and Development pillars as well as the National Spatial Development Perspective principles. This is further entrenched in the activities of the clusters and all the IGR structures operating within the jurisdiction of Ngqushwa Municipality.

- ***Platform for Participation***

The following platforms are utilised for participation:

- Government departments; Communities; Funding Institutions
- Community-based Planning; Representative Forum
- Area-based Planning; SMME/Co-operatives Forum
- Tourism organisations
- Ngqushwa Agricultural Forum

2.9.2 Economic Profile

✓ **Contribution by Sector to Employment**

Just a small portion (8.6%) of the Ngqushwa population is formally employed with 91.4% of the population unemployed or not economically active. The official figure of unemployment in the municipality stands at 77%. This tallies to some extent with the population distribution and indicates that most of those who are employed live either in Peddie or Hamburg. The employment levels are way below the national average and the unemployment levels are 24% above the Provincial unemployment figures. The number of people living in poverty in the municipality has risen from 64.19% in 1996 to 80.29% in 2005. Consequently, there is a high dependence on social grants with seventy-two point five percent 72.5% of households receiving grants.

Furthermore, this also means that the rates base for the local municipality is almost non-existent. As a result, the municipality is almost completely dependent on provincial and national government for funding to support the provision of basic services. There is a desperate need for local economic development in the municipal area that will create permanent jobs for the local population.

The traditional economically active concerns such as mining, manufacturing, construction and retail make a total of 1042 for the area while there are only 136 agricultural concerns. By comparison Community Services industries total 2 411 and the overarching majority of industries – 80 235 are undetermined.

In terms of the numbers of people employed in these industries, a total of 5 876 people are formally employed.

A glimpse of the occupations in which people are employed in the formal sector reveals that the majorities are semi-skilled and skilled labourers and employees. The figures indicated that only 351 people are legislators or senior officials and professionals. This figure points to the fact that the human resource base in the NLM is limited, especially in terms of the skills required to develop and support LED. The available educational achievement levels figures support this on conclusion.

LOCAL ECONOMIC DEVELOPMENT STRATEGY

According to the AREDS report, the historic lack of, or inappropriate, investment in Amathole District, considerable challenges to economic development are faced due to

- low level of human capital development,
- under-developed infrastructure and
- Ineffective governance.

The following specific issues are considered barriers to economic growth in Amathole in general. These can be grouped into the following categories:

- Infrastructure – outdated, inadequate and poorly maintained infrastructure is an impediment to cost effective enterprise. This issue is a very high priority because of the distance of the district from markets and the lack of raw materials locally.
- Land related issues – this includes the resolution of land ownership and use rights, land use planning and land use management to exploit (where applicable) and protect (where applicable) the environment. The land issue relates to both rural and urban localities. In the former, it relates to use for agriculture and settlements, while in the latter it relates to land for investment in production facilities, offices and housing.
- Lack of competitiveness of the sectors and localities. This resolves into two key aspects:

- Support systems and services – there is inadequate technical and systemic (eg: for maintenance, provision of supply, production) support across all the sectors.
- Skills –inadequate and inappropriate skills are a constraint to growth.
- Governance – across sectors and areas lack of governance systems and capacity are impediments to enterprise growth and development.

The economic activity that exists in the Ngqushwa LM is mainly found in the Peddie town, similarly all tourism development and facilities are mainly found along the coast but with some in the inlands of the Municipality. Peddie is the economic hub in the municipality, with economic activities concentrated within the CBD. There is a need for the development of more by-laws in the town to try and regulate the trading sector. The town is characterised by small shops selling products outside the shops. Other economic activities include a number of agricultural enterprises such as but not limited to pineapples, cattle farming honey production, and some citrus. On the other hand, the second economy in the municipality relies on available natural resources being used for various purposes such as:-

- Water
- Land
- Fuel woods; cooking, lighting and heating
- Timber for construction material and wood carving
- Fruit
- Bark; medicinal products, ropes and weaving
- Honey production
- Grass; thatching, grazing and weaving etc.

This means that trees, tree products and woodlands play an important role for rural communities in this area both for survival and to generate a source of income. The municipality should devise means of providing support to these initiatives as part of the SMME development Strategies. The LED strategy identified the following economic development initiatives for priority spending:-

- Tourism
- Beef Farming
- Oyster Farming
- Subsistence Farming
- Arts and Crafts
- Economic activities in the coastal zone
- Citrus
- Irrigation schemes



Peddie – First Economy

2.6.1. SMME Development

The local municipality aims to develop and invest in the SMME sector in order to create employment opportunities. The need for business advisory services was identified to be highly imperative to assist in this regard. In addition, the Municipality is taking the issue of smme development very seriously as it remains one of the key pillars and priorities for accelerated and sustainable local economic development. .

Potential auxiliary SMME industries identified in the LED Strategy, include; furniture manufacturing, brick making, lime making and sand mining.

2.6.2. Tourism

Tourism development is mostly found to the municipality's coastal areas. This includes the development of hotels, beach resorts, guest houses, and caravan parks as well as some private rentals of privately owned homes. Other tourism products include, game reserves, hunting as well as arts and crafts, which is dominated by women. Women in the area produce beadwork, carpet weaving, curio making and articles made from shells that are collected on the beaches and sold to tourists during holiday season. The Kieskamma Art Project was initiated with the aim of teaching and developing the skills of women in order to earn some income. There is a need to develop different types of tourism products such as cultural, historical and adventure tourism in different parts of the municipality. For example, the LED strategy identified projects/actions that will assist in the development of the tourism industry. This includes the establishment of a tourism information centre and hub, further research on the Amathole Heritage trails as well as proper mapping of heritage sites and tourism nodes. This will also encourage linkages between the rural and urban economies as envisaged by the LED Strategy.



Kieskamma Art Project in Hamburg

The tourism industry will benefit from harnessing available opportunities, for example cultural tourism, arts and handicrafts as well the hospitality sector. This will help stimulate economic growth particularly in the Hamburg area where opportunities already exist. Marketing Hamburg as a tourist destination, coupled with provision of required infrastructure will be key to ensure that the existing potential is utilised.

Although Hamburg has great potential for tourism development, it still has to compete with other destinations such as Fish River Sun and Mpekweni Resort. Currently there is a development of an 'Artists Residency in Hamburg with the aim of attracting tourists and further developing Hamburg as a tourism destination. The town has been identified to have great potential for tourism but there is a need to develop a broad range of accommodation. A tourism association has been set up, to drive a calendar of events for tourism, including the Hamburg Beach Festival.

Adventure based tourism such as mountain and quad biking, hiking and canoe trials, holds great potential in the municipality. This is owing to its natural environment. There is a need to develop existing projects such as the Nguni Bull project, at Wesley and the oyster farm at Hamburg.

2.6.3. Agriculture

The municipality comprises of rural subsistence communities that rely solely on agricultural production as well as the government social security services for survival. The municipality has however strategies in place to reverse these high levels of dependency on social grants by stimulating agricultural development. The LED Strategy 2009, proposed the following strategies in order to stimulate agricultural development in the municipality:-

- support and encourage intensive crop-farming on crops such as pineapples, chicory, sugar beet and cotton
- support crop farmers to acquire agricultural inputs, including seeds and fertilizers
- support and encourage stock farming with auxiliary service such as breeding programmes and veterinary services
- facilitate and explore the possibilities of developing an exchange programme with established farmers need to be pursued

The municipality has huge potential for agricultural development and agro-processing. In order for this rural hinterland to be developed, it is important to obtain support from local government and land claims commission in finalising PLUS processes and implementing the Communal Land Rights Act. In addition, the formation of Agricultural cooperatives should be encouraged as well as training and development with regards to land use management strategies. This will assist rural communities with registration and other legal processes as well as ensure the utilisation of land in a sustainable manner.

Various potential strategic projects and actions were identified in the 2008 LED strategy as areas of focus and development in the agricultural sector. An interview with municipal officials revealed what progress has been made to date:-

- Livestock Improvement Scheme – a beef farming project was identified in Wesley and funded by the municipality. The project is up and running. The site has been fenced and the municipality has already bought bulls, and this is currently extending to other villages in the Municipality.
- Revival and expansion of Tyefu & Dube Irrigation Schemes - The revival of Tyefu irrigation scheme is in progress. The Department of Agriculture is the implementing agent and the municipality provides assistance. Offices have already been renovated, construction of fencing has been completed and they have started planting paprika with an intention to export. The municipality also has other functional irrigation schemes such as Gcinisa, Nxakaxa, Khalana, Dube, Lower Mthombe irrigation schemes. These need assistance with implements such as harvests, tractors and new machinery.
- There is a need to plan and build a municipal fresh produce market with informal trader accommodation in the long term, however the Municipality currently does not have funding to undertake this process, soliciting of funds will be done.
- Construct a multi-purpose abattoir for beef, sheep, pigs and chicken etc.
- Revive and commercialise the 13 pineapple farms – the municipality needs financial assistance from the Department of Agriculture as the LM have limited budgets.
- Develop an agricultural strategy for the municipality

ANCHOR PROJECTS IN THE MUNICIPALITY

- **Small Town Revitalization Programme** – this is an initiative co-funded by the DEDEA, DBSA, the Municipality and other key partners. This initiative seeks to among others regenerate the poverty stricken Municipal area into an area where more meaningful and sustainable economic activities are evident, economic potential existing exploited, having an acceptable infrastructural base to attract investment opportunities, etc.
- **Hamburg Development Initiative** – an initiative coordinated by the Amathole District Municipality’s development agency (ASPIRE). This initiative seeks to exploit to the maximum the massive potential that is presented by Hamburg. As mentioned earlier there is currently an Hamburg Artist Retreat being developed which is the anchor project of the initiative. Expansion of the programme will also extend towards the inland of the Municipality, where the Peddie Town is located. This programme is funded and supported by various stakeholders including the Department of Tourism. However more funds are needed for this programme to succeed.

KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.10 Political Governance

Politically, Ngqushwa Local Municipality is governed by the executive committee led by the mayor who is the political champion of the IDP processes. The municipality has four standing committees which are chaired by political heads who are portfolio councilors who head different portfolios ranging from planning and development; corporate services; budget and treasury as well as infrastructure. These standing committees report to the executive committee which is chaired by the mayor. The executive committee reports on the progress implementation processes to council meetings which are chaired by the speaker of the council. The political administration consists of 25 Councillors including the Mayor, the Speaker and the portfolio councilors. However the demarcation processes have reduced the number of wards from 14 wards to 13 wards.

Standing Committees:

- ✓ Infrastructure Committee
- ✓ Budget and Treasury
- ✓ Corporate services
- ✓ Community services

2.11 The Planning Process

Ngqushwa Municipality is reviewing its IDP in terms of section 34 of the Municipal Systems Act 32 of 2000. The review has been done in line with section 41 of the Municipal Systems Act 32 of 2000. This document is submitted in fulfillment of this legal obligation and as a strategic plan and guide for the development of Ngqushwa Municipality.

In terms of section 28 of Municipal System Act 32 of 2000, each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in

writing to guide the planning, drafting, adoption, and review of its integrated development plan. In fulfillment of this requirement and other legal prescripts Ngqushwa Municipality adopted the Process Plan on the 24th August 2010 to guide the planning and review processes. The process plan outlines the structures to be involved, roles and responsibilities, the scheduled events, action programme and time frames. It basically reflects a detailed program of action for the review of the IDP from beginning in August till the end in 24 May 2011.

Table 15 *Schedule of Meetings*

NO	TYPE OF MEETING	DATE
1	Council Meeting (adopting of process plan)	24 August 2010
2	Steering Committee Meeting	07 September 2010
3	Representative Forum	23 September 2010 PP to 20 October 2010
4	Representative Forum	22 November 2010 Postponed to 31 January 11
5	Needs verification workshop in all 14 wards	19 January 2011 to 25 January 2011
6	Council Meeting – Adoption of draft IDP/BUDGET	31 March 2011
7	Roads shows and imbizo's	04 April 2011 – 08 April 2011
8	Representative Forum	25 April 2011
9	Council Meeting – Final Approval IDP/BUDGET	28 April 2011

CIRCULAR 54 OF MFMA

Due to the local government elections in the year 2011, the National Treasury had promulgated a circular 54 of 2010 to advise the municipalities on options to take to mitigate the effects of the elections. Ngqushwa Local Municipality, therefore at the meeting of the 23 March 2011 had resolve to amend the above mentioned process plan as follows:

PHASE	ACTIVITY	DATE
Strategic Objectives and Projects	Reviewing strategic objectives and projects for 2011/12 financial year	10 March 2011
Integration Phase	Approval of Draft IDP and Budget	31 March 2011
Integration Phase	Road shows	04 April 2011 to 08 April 2011
Approval	Council approves the final IDP Budget	28 April 2011

a. Roles and Responsibilities

The Municipal Systems Act, 2000 requires both district and local municipalities to do integrated development planning. The following structures were put in place as per the Process Plan and all legislative prescripts were adhered to, viz: IDP Representative Forum, IDP Steering Committee, Ward Committees, as well as IGR structures. The IDP process requires that all role-players are fully aware of their own, as well as other role players' responsibilities in the execution of the IDP process.

b. Mechanisms and Procedures For Community And Stakeholder Participation

The Constitution stipulates that one of the objectives of municipalities is to encourage the involvement of communities and community organizations in the matters of local government. The White Paper on Local Government also put emphasis on public participation. Through the Municipal Systems Act participation in the decision-making processes of the municipality is determined to be a right of communities, residents and ratepayers. The IDP has to a large extent addressed these legal requirements. In quest for sustained communication and engagement with local communities and other stakeholders, the municipality embarked on a Ward Based Planning and engagement processes. This process seek to achieve mini IDP's which were ward specific. The municipality also engaged on the verification process, where the objectives of the workshops were as follows:

- Verify the data collected and reflected in the baseline survey 2007
- To build and strengthen relationships between communities and the municipality
- To empower communities on Integrated Development Planning

The following methods are being utilized for reaching out to communities:

- IMBIZO focus weeks are set by the cabinet and enable the community to interact with politicians and officials, from all spheres and to discuss the service delivery and government programmes and opportunities available for the public. The municipality is involved in the planning these events and liaise with the Office of the Premier and Government Information Systems for the deployment of Ministers and MECs.
- In line with the legal prescripts of the Municipal Systems Act the establishment of the Representative forum is advertised in local news paper calling upon interested parties to be part of these forums
- Language used is observed to limit the language barrier that could cause the public not to participate fully in matters of government. Two languages are being utilized in communicating with the public namely: English and Xhosa)
- IDP/Budget Roadshows are conducted after the draft IDP and Budget has been finalized for comment by the public
- The Ward Committees, the CDWs, and ward councilors assist in mobilization of communities towards ward meetings
- The municipality has strategies to involve traditional leaders and their communities in the IDP process

c. Communication Strategy

The Ngqushwa Municipality developed and approved a communication strategy in 2006; however, the strategy was reviewed in 2009/2010 financial year. The objective of the communication strategy is to raise awareness amongst citizens about the initiatives aimed at bettering the lives of people through job creation and poverty eradication programmes. The municipality, tribal authorities, ward committees, CDWs, radio, and newspapers are utilized for communication with the communities.

d. Intergovernmental Relations

The municipality has resuscitated its IGR structure. Under the year in review, the municipality has four IGR meetings planned, which are chaired by the Municipal Manager. Certain other IGR meetings also exist within the municipality e.g. transport forum. The IGR structure is functioning and yielding the positive results.

The challenge that is still faced by the community of Ngqushwa is that many Government Departments do not have local offices within the municipality which makes it difficult for the communities to access some services.

e. Oversight

2.18.1 Internal Audit

The internal audit function as from 2009/10 and the current financial year was performed internally under the Municipal Manager's office, as against other years where it was a shared service performed by Amathole District Municipality, though there is still a challenge of capacity within the unit.

The risk management strategy and assessment was developed under the current year 2010/11.

2.18.2 External Audit

The 2009/2010 financial year the municipality received a qualified audit opinion (**Annexure A – Auditor General's Report**) as against the disclaimer opinion in 2008/2009 from the Auditor General. As the municipality we have prepared an action plan with the assistance of the Provincial Treasury to deal with the issues raised by the Auditor General's office. (**Annexure B – Action plan**)

2.19 Audit Committee

The audit committee was appointed by the council on the 24th August 2010.

The names of the members are as follows:

1. Mrs T. Cummings (Chairperson)
2. Mr G. Bana
3. Mr L. Fokazi
4. Dr A. Plaatjie
5. Mr V. Mthimkulu (Gatywa)

2.20 Oversight Committee

The Ngqushwa Municipality has the oversight committee which is led by the Speaker. The role of this committee is to ensure compliance with MFMA in so far as the submission of annual reports, dealing with reportable items.

2.21 Mainstreaming

2.21.1 HIV / AIDS mainstreaming

The HIV / AIDS Plan are in place. This strategy was adopted in September 2007. The Strategy captures Nutrition, Treatment, Care and support for people living with HIV and AIDS, Care and support. Within Ngqushwa Municipality HIV AIDS pandemic is prevalent at the rate approximately 27.1%.

2.21.2 Gender Mainstreaming

Gender equity is considered in line with the Employment Equity Plan, though it has not reached an acceptable stage.

2.21.3 Special Group Mainstreaming

The special programmes are currently being mainstreamed within the procurement processes of the municipality. The institutional arrangements supporting the youth, women, disabled, the elderly and the children (special groups) exist within the municipality. The special programmes unit is in place but lacks funding to implement some of the programmes necessary for these groups.

2.22 Approval, Monitoring and Evaluation Tools

Monitoring for the implementation of the IDP includes, Monthly Budget Statements that are submitted to the Mayor as well as to Provincial Treasury, Quarterly reports to Council reporting on service delivery and the financial state of the municipality, mid-year budget and performance assessment report and annual report. These reports, once adopted by Council, are public documents and are made available for communities.

The Performance Management System is in place for monitoring in line with the IDP.

2.23 IDP Approval

The draft IDP and the budget would be adopted by the council on the 31st March 2011. The final IDP document will be approved by council on or before 28 April 2011, this is in line with circular 54 of MFMA, Option 1. The marketing of these documents will be undertaken through physically delivering them to Government departments, District Municipality, tribal authorities and announcing their availability in convenient and accessible places over the radio as well as the local newspaper.

2.22 Ward Committee

The municipality has 14 functional ward committees and they are paid stipends on monthly bases. Each ward committee has no more than 10 members and is chaired by the Ward Councillor. Ward committees reports to the Speaker's office and all the reports are channeled through this office. After the 2011/12 elections there will be minor changes in terms of our ward demarcation as the municipality will have 13 wards as against previous years which translates to 13 ward committees. Also the term of office for ward committees will expire and therefore there might be new elections and inauguration of ward committee members.

KPA 4: FINANCIAL VIABILITY

2.22 State of Financial Administration

The Financial Services Department is responsible for:

- Accounting
- Revenue [billing and collection]
- Expenditure
- Banking and bank reconciliation
- Insurance and investments
- Supply chain management
- Financial reporting to Council
- Annual budget
- Annual Financial statements
- Asset management

The institutional analysis has assessed the status quo with regard to service rendering at the municipality. In order to address the shortcomings, it is necessary to consider institutional factors that hamper service delivery. It is acknowledged that not all of the identified shortcomings can be addressed in the short term due to limited resources and the municipal processes that are required to put them in place. It is however essential that strategies be developed in the next phase of the project to deal with these impediments.

The following factors may play a contributing role in under performance:

- The skills levels of employees are below the required level and need to be developed to make employees more efficient and effective.
- Resources (Financial, skills and human resources are required to facilitate better service delivery).
- Full implementation of the performance management system

The rural nature of Ngqushwa, results in them having a low income base from assessment rates. The 2006/07 IDP review indicated that only 58% of their income is generated from rates and the remainder is primarily government funding. This means that it is essential for the municipality to consider ways and means to enhance their own revenue base. To mitigate the above, the municipality has developed a Revenue enhancement strategy.

The credit control by-law was adopted by the council in the year 2008/09 financial year, however the municipality had a challenge of fully implementing the by-law because the municipality does not provide water and electricity as they both provided by Amatole District municipality and Eskom respectively.

Ngqushwa has made the necessary institutional arrangements to facilitate its financial management such as the development of policies, insurance control mechanisms and IT systems.

2.23 Status of Financial Position

2.23.1 Cash and Cash Equivalents

The municipality had a favourable bank balance in the year 09/10, this shows that the municipality is not facing a going concern challenge.

2.23.2 Asset management

The municipality is in a process of developing a fully GRAP compliant asset register and we will continuously update the asset register.

2.23.3 Annual Financial Statements

The municipality is still experiencing a challenge of compiling the annual financial statement internally, although these annual financial statement are prepared with the assistance of consultants, there is a great improvement in the quality of our annual financial statement from previous years. The municipality has a plan of transferring skills so that the annual financial statements can be compiled internally within the next 2 years.

The municipality will take into account the new GRAP standards approved but not yet effective by the Minister of Finance. The municipality has inaugurated a new audit committee to review the entire finances of the municipality and we are expecting a further improvement on our audit outcome for the 2012 goal.

2.23.4 Policy development and Reviews, internal control and Procedure manual

A number of these have been developed by the municipality, which include Investment policy, Budget policy etc. The municipality has an intention to continuously review budget & treasury related policies.

2.23.5 Supply chain management

There is a policy that exists however in terms of human capital the municipality needs to increase this number and populate the organogram.

2.23.6 Challenges affecting the municipality

- Sufficient ongoing monitoring and supervision.
- Consistent reporting
- Proper implementation of policies, procedures and techniques.
- Compliance with legislation.
- IT system of the municipality which may lead to internal control deficiencies.

2.23.7 Going Concern

The municipality is not experiencing any going concern challenges, we do not have any deficits and we have sound cash flow management.

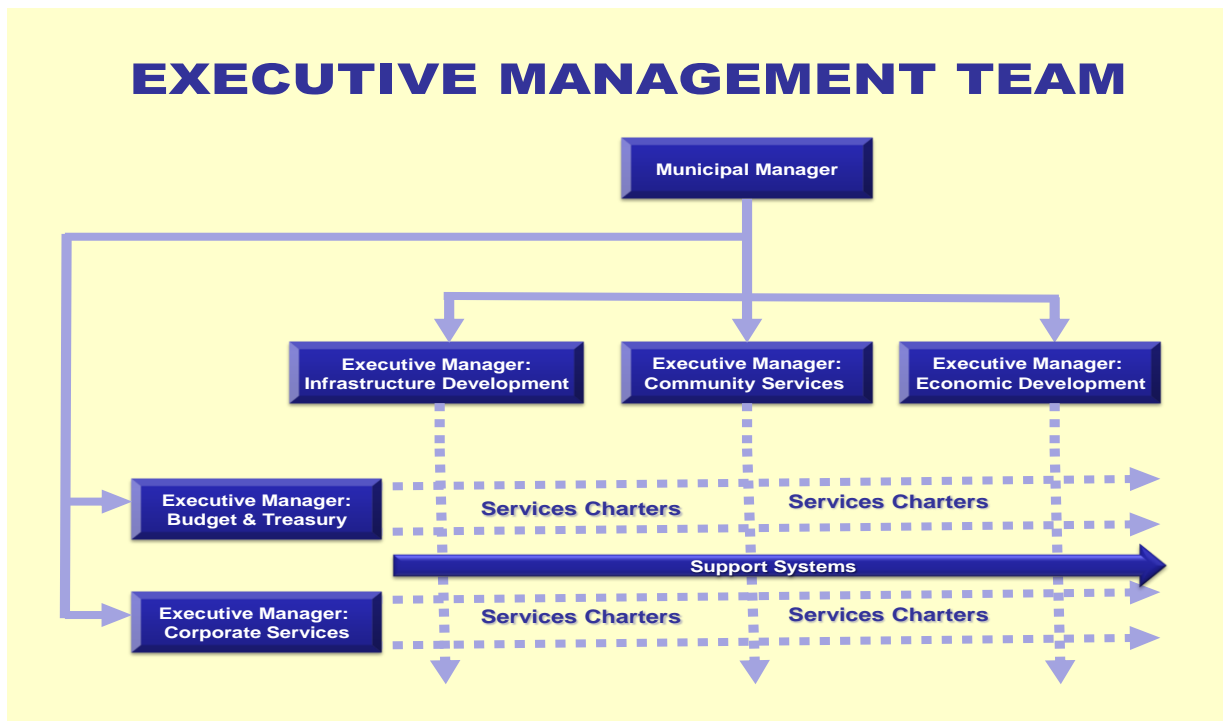
2.23.8 Qualified Audit Report

The municipality has moved from a disclaimer to a qualified audit opinion, the achievement is as a result of implementation of sufficient on-going monitoring and supervision over financial performance reports, the improvement in the quality of the financial statements, development of procure manuals and policies and improvement in internal controls.

KPA 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

There are 147 positions on the staff structure of the municipality. The management structure is indicated in table 18 below.

Table 16 Management Structure



Executive Management Team

The Municipal Manager is the Administrative Head and Accounting Officer of the Municipality. He/ she is responsible for the implementation of the IDP and SDBIP under the direction and guidance of the Municipal Council. The Municipal Manager is supported by a team of executive managers appointed in terms of section 57 of the Municipal Systems Act, 2000. He or she has the prerogative to appoint any of the Executive Managers to deputise in his/her absence or as and when is required. In this context, efforts should be made to develop leadership and management skills at this level to ensure proper succession planning.

FUNCTIONS CLUSTERING



11

Office of the Municipal Manager

This is the administrative nerve centre that sends pulses throughout the Municipality and therefore, the office need to be capacitated to fulfil its mandates in support of the Municipal Manager. The Municipal Manager’s office is composed of the following personnel: (IDP/ PMS Manager, PR/ Communications Manager, Internal Auditor, SPU Manager and Executive Secretary) all reporting to the Municipal Manager. In essence, the total number of direct reports to the Municipality will be nine (9) inclusive of those within his/ her office. This span of control is, in terms of international ‘best practices’ considered acceptable. We are convinced that the usage of the Balanced Scorecard by the Municipality, as a performance management platform will simplify the workflow. Executives will be expected to plan their performance and report performance progress against their scorecard at the intervals agreed upon.

Infrastructure Development Department

The Infrastructure Development Department, formerly the Technical Services, is responsible for the development and implementation of processes, systems and strategies designed to procure and sustain infrastructural capacity required by the Municipality in its quest to provide quality services to the community as well as ensuring that resources at the Municipality’s disposal are equitably distributed to all areas of operation to enhance service delivery to benefit the people.

This entails ensuring the provision of acceptable technical services in respect of sewerage/ water purification / electricity and building projects. The Department is also responsible for the following:

- ✓ Ensure acceptable water and sanitation services (Develop and implement monitoring mechanisms for provision of water services by the District Municipality), Provide approved building plans and site inspections,
- ✓ Ensure effective electricity distribution to consumers (Develop and implement monitoring mechanisms for provision of electricity by Eskom),
- ✓ Ensure effective project design, planning and management of technical projects,
- ✓ Provision of effective repairs and maintenance of municipal infrastructure,

- ✓ Management of all sewer plants and operations (Develop & implement monitoring mechanisms for the actual management of sewerage system by the District Municipality)
- ✓ Appraise/ report to Council and EMT on any infrastructure related projects of the Municipality,
- ✓ Ensure compliance to building maintenance regulations as per National Building Regulations,
- ✓ Ensure compliance to building health regulations,
- ✓ Provision of municipal public works to any of the functions within the Municipality,
- ✓ Development and management of waste disposal sites,
- ✓ Construction and maintenance of roads and storm water infrastructure,
- ✓ Execution of council resolutions relating to infrastructure and technical services.

Community Service Department

The Community Services Department is responsible for ensuring provision of acceptable standard of Social Services, Emergency Services, Environmental and Health Services, Community Safety and Road Traffic Management as well as Sports, Arts and Cultural Services to the communities. The Department will also be responsible for the following:

- ✓ Provision of efficient and coordinated health and occupational health services,
- ✓ Manages and monitors the implementation of pollution and environmental degradation prevention strategy (Develop and implement monitoring mechanisms for the provision of this services by the District Municipality),
- ✓ Provision of efficient and coordinated fire fighting services (Develop and implement monitoring mechanisms for provision of this services by the District Municipality),
- ✓ Manages and monitors the implementation of crime prevention strategies thereby improving safety and security in communities,
- ✓ Develops and implements strategies to stimulate, promote and develop Sports, Arts and Culture and other recreational activities,
- ✓ Manages the provision of efficient and coordinated community welfare services such as:
 - o Day-care centers,
 - o Proper pension payouts,
 - o HIV/AIDS Education / Awareness,
 - o Sports, Arts and Culture Development,
 - o The Aged and the Disabled,
- ✓ Protection and maintenance of sensitive, vulnerable areas and cultural heritage sites to sustainable levels,
- ✓ Proper management of Municipal community facilities including, sports, community halls,
- ✓ public spaces and recreation centres, parks, facilities, etc.

Economic Development Department (currently housed under community services)

The primarily be responsible of the department is to promote of the local economic development initiatives and job creation in sectors such as commerce: small, medium and micro enterprises; agriculture; tourism; and labour intensive public works. The Department will also be responsible of the following:

- ✓ Management and stimulation of economic development within the Municipality
- ✓ Develops and implements the strategic plan, policies and programmes for the local economic rejuvenation,
- ✓ Identify local economic opportunities and advise local businesses to take advantage of them,
- ✓ Identify suitable land for agricultural purposes, developed business people and render a co-ordinated advisory service on economic development issues,
- ✓ Develop and maintain the LED Strategy/ Plan,

- ✓ Develops investment policies that will attract funding and investment growth for various basic community needs and projects
- ✓ Conduct proper research in terms of local economic development and planning,
- ✓ Implementation of council resolutions

The Budget & Treasury Department

The department is responsible for providing strategic direction on financial planning, management and accounting as well as guidance and support to the senior managers within the Municipality regarding the implementation of and compliance with the Municipal Finance Management Act and related Treasury Regulations. The Department is also responsible for the following:

- ✓ Establish/maintain an efficient and transparent system of financial management and internal controls to ensure sound financial control by developing, implementing and monitoring financial control systems.
- ✓ Establish/maintain appropriate policies, systems and procedures to ensure effective and efficient management of resources by maintaining updated financial guidelines and ensuring adherence to these policies & procedures.
- ✓ Prepare financial statements for each financial year in accordance with the generally recognized accounting practices by ensuring the production of financial reports of the Municipality as well as providing oversight and management of reconciliations of sundry and suspense accounts.
- ✓ Ensure that revenue and expenditure of the Municipality are in accordance with internal controls (budgets) and legislative prescripts governing finance within the Municipality by maximizing revenue collections, optimizing expenditure, monitoring cash flow as well as ensuring that expenditure is within allocation limits.
- ✓ Follow up on the implementation of actions resulting from Audit Committee and Auditor-General's reports by developing effective implementation strategy for implementation of corrective measures
- ✓ Supply chain management

The Corporate Services Department

The department is responsible for the general operations of the Municipality including administration, human resources, information communication technology (ICT), fleet and facility management (asset management), safety & security of municipal assets, corporate governance, and in sourced/ outsourced contracts (e.g. security, cleaning etc.). In addition to oversight of the central administrative functions of the Municipality, the role of the Corporate Services Department will also be to provide secretarial services and guidance to Council and other governance structures of the Municipality, and safeguarding the interests of the municipal stakeholders (communities, staff, etc.). The Municipal Structures Act, 1998 identifies three primary areas that fall under the auspices of the corporate services:

- ✓ **The Council support:** Guides the councillors as to their duties and responsibilities and makes them aware of relevant legislation and regulations; ensures proper orientation and induction of councillors; provides practical support and guidance (including training) and raises matters of importance; ensures that councillors have access to information and manages council papers and documents (council resolutions and record keeping).
- ✓ **The Municipality:** Ensures statutory and regulatory compliance; ensure council resolutions are communicated to relevant persons for execution; provides guidance and advice on ethics and good governance.

2.24 COMMUNITY SURVEY

It was recognized that the above situation analysis relies heavily on the 2001 national census data. Although this data is outdated, it does seem to present a qualitative description of the locality and the challenges faced.

During this revision of the IDP process, the quantitative data is supplemented by qualitative inputs from community surveys conducted.

The data obtained in this survey as well as the quantitative analysis data above, constituted the starting point for the defining of development priorities and the crafting of strategic objectives.

Table 18 Current situation: community survey

Development Sectors	Synthesized issues/Status Quo – Current situation
Social Cluster	
Health	26 Clinics (3 not operational) and 1 hospital
	3 Mobile Clinics only 1 vehicle in operation
	Doctors visit once a month only
	Queues and waiting times are long in clinics due to staff shortages.
	Clinics are on average 10km travel distance. Villages are scattered.
	Main illnesses are hypertension, diabetes, TB and STD's.
	HIV/AIDS information is lacking.
	Emergency services –no information available regarding the number of ambulances in the area.
	Non practice of healthy living and behavioral style.
Education	The average number of pupils per primary school is 500/secondary school is 300.
	Average distance to school is 5km. (DoE is providing buses and bicycles)
	124 primary schools 47 secondary schools
	School sport facilities are not well equipped. Pupils therefore do not make use of the existing facilities.
	There are no schools or public libraries.
	No data on literacy profile.
	There are no schools or public libraries.
Safety and security	There are 7 police stations.
	Average distance to nearest police station is 10-15kms.
	Delayed response time of police is due to shortage of staff and vehicles.
	There is a lack of information regarding the other safety and security issues.
	High levels of common assault, stock theft, rape, murder and house breakings.
Social welfare	There is no data available on the vulnerable groups.
Land and housing	There is a need for rural housing. Mismanagement of funds in

	housing projects.
	There are 310 farms within the municipality.
	No land audit conducted to identify state owned land.

Local Economic Development	
LED plans	Gaps in economic profile (including growth potential)
	What are the main natural (including marine) and human resource in Ngqushwa?
	Identify the competitive and comparative advantages.
	LED strategy is in draft stage.
	Identify GGP for economic viability.
	Lack of economic growth.
	Sensitize public private partnerships.
	High level of unemployment
	Formal business profile not in IDP
Business	Businesses are not organized/affiliated to associations.
	Most small businesses are informal and not registered.
	PPP potential is unknown.
	No information on business sector.
	197 small businesses registered on municipal database. 2 registered B&B's, 57 Emerging contractors. 36 Catering businesses, 2x Four Star Hotels (Mpekweni Beach Resort and Fish River Sun), Hamburg Caravan Park, Palican Place in Hamburg.
	What are the sector programmes/profiles (eg agriculture)
Sector specifics	No access to public beaches
Tourism	Most of the tourism wealth is no known to the public.
	Sustainability and maintenance of heritage sites/detailed data on heritage sites is lacking.
	Heritage sites have been launched in the following wards – 10,11,12,8,5,7,14 &13. Hiking trail at Ward 9 (Uhambo Loxolo Hiking Trail). Information centre have been opened in ward 10. 4 Beaches, 2 resorts and a Great Fish River Reserve with 4 Lodges, which lies within the borders of Ngqushwa, Nkonkobe & Makana.
	Heritage sites have been launched in the following wards – 10,11,12,8,5,7,14 &13. Hiking trail at Ward 9 (Uhambo Loxolo Hiking Trail) Information centre have been opened in ward 10. 4 Beaches, 2 resorts and a Great Fish River Reserve with 4 Lodges which lies within the borders of Ngqushwa, Nkonkobe & Makana.
Infrastructure and Services	
Transport Infrastructure	No transport offered on Saturday afternoons and Sundays.
	Average fare for transport is R30.
	No bus/passenger shelters. Average waiting time is 1 hour.

	Poor roads hamper emergency response time.
	Access roads are not maintained.
	There are issues of powers and functions in relation to roads between the DM and the LM.
	28 Community Halls.
Social Infrastructure	Community halls used mainly for community events and pay points.
	All sports fields are man made and have no basic infrastructure.
	Mail is collected mainly from shops and schools (When schools and shops are closed mail is delayed) Average distance between post offices is 40km.
	People are still burying in back yards – most graveyards are unsurveyed and graves are not marked. Most grave sites unfenced. 13 municipal demarcated and fenced, but not registered.
	There is only one bank (First National Bank) in the municipality.
Utilities and services	Most villages have access to electricity except for the new extensions.
	Most villages have no access to proper sanitation.
	Bucket system has been 100% eradicated.
	All rural wards do not have access to refuse removals.
	Ward 8 has no access to water (under construction)
	Telkom public phones are vandalized.
	Most people have access to cell phones.
	Telkom public phones – 104. Distances to public phones.
	Traditional waste disposal ways are being used.
	Traffic management?
	Disaster and fire management?
Environmental protection?	
Roads	Most wards have gravel roads and are currently in bad state. Only ward 10 and 11 that have some roads tarred, however the latter has a backlog of maintenance.
Good Governance	
Finance	No financial information on revenue streams.
	Bad debt and collection rates.
	No income and expenditure statements. No information on debts and loans raised. No information on grants and subsidies received.
Internal Capacity	Skills level of both Councillors and officials is low.
	General skills levels.
	By-laws were gazetted in the Provincial Gazette No. 1931 dated 25 July 2008. All existing by-laws have been translated to Xhosa version.
	The municipality had adopted the Organisational structure in 2009 taking into consideration powers and functions, however due to the limited funding not all positions are funded.

	No information regarding relationships and twinning arrangements with other local authorities of spheres of government.	
Alignment and co-ordination issues	IDP does not integrate with Government Sector. Need to align Batho Pele Principles with IDP.	
	Clarify the role of the DM.	
Public Participation	Good communication between community organizations and Council. Need to establish a data base of all community organizations prevalent in the area. Need for community capacity building workshops and public vocational training initiatives.	
	Imbizo's/Roadshows (IDP/Budget Roadshows): are held once a year	
	Council meetings are advertised in newspapers.	
	Ward Committees are functional. Quarterly meetings are held to identify problems experienced in wards. Ward Committees are invited to Council Meetings and other municipal activities The municipality is giving support to Ward Committees in the form of re-imbursement when attending Council meetings and is also planning on providing them with cell phone allowances and stationary in the next financial year.	
	Roles and functions of NGO's and various stakeholders needs to be included.	
	Municipal website updated.	
	Attendance to Council Meetings not pleasing due to residents not having access to newspapers – to improve on this the department will look at also placing notices written in both languages i.e English and isiXhosa on the municipal notice board and notice boards of shops, etc	
	Performance Management System, the municipality had adopted the Performance management framework and review the framework on annually basis.	
	qualified Auditor General Report	
	The Service Delivery Budget Implementation Plan was adopted on 23 August 2010.	
	Draft spatial development framework adopted on the 23 March 2010.	
	Communications	CDW's and public participation
Communications coordination		Local Communicators Forum is established
		Communication strategy needs to be reviewed

		develop an event coordination strategy for the year including the celebration of events and national days
		Improve communication to the public through support of local media
		Facilitate access to key national, provincial and district addresses by leaders
		Maintain municipal website
	IGR and stakeholders	IGR structure is functional
	Customer relations	Develop local service delivery charter
		Annual local Awards in different categories
		Mayors fund
	Internal communications	development of internal and external communication strategy
		improvement of internal communication infrastructure
	Branding and marketing	Develop an institutional branding and marketing strategy
Local government support		Develop a strategy to respond to the needs of local municipalities

2.25 NEEDS VERIFICATION WORKSHOPS: WARD REPORTS

Needs verification workshops were held in each of the 14 wards in Ngqushwa in order to ascertain the challenges faced by each individual ward. These verification workshops were conducted during the period 20th January 2011 to 30th January 2011 and the road shows were conducted between in 20 June to 25 June 2010 involved the participation of all ward committee members; community development workers; ward councilors; chairpersons of various associations, example sport bodies, school governing councils, etc ; tribal authorities; and members from the Royal Houses.

Table 19 Ward Reports: Needs Verification workshops.

Prioritised Needs	Challenges	Wards
Water	Access to clean, good quality running water.	5; 6; 7; 11; 12; 14
	Water collected from rivers	
	No taps installed	2; 6;
	Community dependent on water stored in tanks and drums.	2
	Taps present but no water pipes installed.	6
	No taps, but water pipes present.	6; 9; 10; 11; 12
	Water pipes and taps required.	2
	No water available for agricultural activities.	5; 7; 8; 9; 10; 11; 12
	No watering holes/dams for cattle farming.	5; 13
	Existing dams and rivers need to be cleaned.	5
	Waste and alien vegetation needs to be removed from dams.	7; 12

Prioritised Needs	Challenges	Wards
	Frequent water interruptions	12
	Need for irrigation pipe lines for crop farming.	
	Better water supply and infrastructural delivery.	6; 8; 9; 10; 11; 13; 14
	Water tanks needed.	10; 13
Health	Mobile clinic needed.	1; 3; 13
	Doctors more readily available	1; 3; 6; 7; 9
	Anti retro viral supply programmes needed.	1; 3; 5; 6
	Patient transport system needed.	1; 9; 13
	Poor health linked to poor water quality.	2; 5; 7; 13
	Clinics needed due to far distances traveled	3; 6; 9; 13
	HIV/AIDS education needed.	5; 6; 13
	Better services at clinics with medication	6; 7
	Poor health linked to poverty and poor dietary intake.	6; 13
	Mobile clinics to provide anti retro viral drugs.	9
	More staff needed in clinics due to lengthy waiting period.	13
Skills development training	Need skills to create employment opportunities and to eliminate poverty.	14; 11; 10; 9; 5; 4; 3; 1
	Conduct skills audits	11; 10; 9; 5
	Mentoring and monitoring of projects and programmes	11; 10; 9
	Need for the establishment of co-operatives.	10; 5
Roads	Roads to be maintained more regularly.	1; 3; 4; 8; 9; 14
	Tarred roads to replace main access roads	1
	Improved quality of access roads.	5
	Upgrading of tarred roads.	5
	Tarring of roads.	6; 8; 13
	Civil engineering Infrastructure required to maintain roads.	6; 8
	Roads inaccessible during rainy periods.	6; 8
	Need for fencing along main access roads	9
	Maintenance of access roads leading to villages.	13
Bridges to be constructed over rivers.	13	
Sanitation	Pit latrines seen as unhygienic and unsafe.	2; 7; 8; 9; 10; 11; 13; 14.
	<ul style="list-style-type: none"> • Villages without sanitation: • Ward 1 – All • Ward 2 – All 	

Prioritised Needs	Challenges	Wards
	<ul style="list-style-type: none"> Ward 3 – All Ward 5 – All Ward 6 – 10 villages (Tuku A,B&C, Hoyi, Lover’s Twist, Wooldridge, Crossroads, Ferndale, Leqeni & Stoorport) Ward 7-9 villages (Torr, Nomont, Damdam, Makhane, Feni, Cisira, Hlosini, Mgwangqa, BongweniA) Ward 8 – All villages (Glenmore, Gcinisa) 	
	Need for improved sanitation	5; 12
	Poor sanitation linked to poor water infrastructure and water shortage.	8; 9; 10; 12; 13; 7; 11
	Need for flush system to replace pit latrines	7; 8; 9; 10; 11; 12; 13; 14
Employment and poverty	Need for jobs.	1; 2; 5; 6; 12
	Need for skills programmes to improve employability.	2; 5; 6; 12; 13
	Request for business skills training.	2; 5; 6; 12
	Need for skills audit.	2; 5; 6; 13
	Training on establishments of co-operatives.	5; 6; 12
	Need for food security.	6; 12; 13.
Crime	Patients raped on route to clinics.	2
	House breaking, violent assault and theft linked to unemployment.	2; 13
	Need for improved community police forums, law enforcement structures and job creation.	2; 13
	Need for more police stations or more personnel at existing stations.	8
	Need to establish cause of criminal activities.	8
	Need for improved resources (equipment and staff)	9; 10; 11
	Need for improved response time from police stations.	9; 10; 11; 13
	Police vehicles needed.	12
	Theft of livestock due to lack of fencing and marketing.	5; 7; 13.
	Rape.	13
Transport	Conditions of taxis poor.	2; 5; 6
	Unreliability of pick up times.	2; 5
	Safety of passengers.	2; 5
	Poor roads linked to poor transport.	2; 5
	Need for state buses.	6
	Need for transport to clinics for frail and elderly. (increase number of vehicles.)	9; 12

Prioritised Needs	Challenges	Wards
	Need for efficient, safe and reliable public transport service.	11; 12
	Vehicles not roadworthy.	11
	Transport for children to school.	11
	Need for bridges to improve access to villages.	5
Sport and Recreation facilities	Need for better sport facilities.	2; 5
	Sport facilities not level.	2; 5
	Demarcation of municipal boundaries affecting sporting competition resulting in traveling distances to compete in sporting events.	2
	Need for community halls.	8; 7; 10
	Need for multi purpose centres.	7; 12; 13
	Need for indoor facilities	5; 11
	Need for sports fields at schools.	10; 11
	Need to investigate sport across cultural divides	10; 11
	Need to develop water sports like canoeing, sailing and surfing.	10; 11
	New sport facility need to be developed.	11
	Incomplete community halls or contractors not paid	8; 10; 11; 13
	Poor security at halls leading to vandalism.	8
	Need for community security education.	8
Economic development	Improved agricultural development and intervention planning.	3
	Persue commercial farming	3;10
	Make tractors available on rotational basis between villages	3
	Ensure fencing to reduce stock loses	5;7
	Infrastructure for farming activities must be well coordinated.	6
	Secure machinery for agricultural farming and cattle farming.	6
	Agricultural and beef farming potential to be investigated.	9; 10; 11; 12
	Tourism development and awareness campaigns for xhosa and indigenous cultural groups as beneficiaries.	11
	Land redistribution challenge to be expedited.	12; 13
	Churches requested to conduct audit of arable land.	13
	Integrated LED approach required.	14

Prioritised Needs	Challenges	Wards
	Land released for tourism potential.	12
Housing	Need for housing	6; 8; 9; 10; 11; 12
	Skills development in housing delivery needed.	9
Electricity	Need for electricity in future developed houses	6; 7; 8; 9; 10; 11; 12
	Need for street lighting or high mast lighting.	7;8
	Need for infrastructure to supply good quality electricity.	8
	No electricity (Gwabeni)	8
	Low voltage causing electricity supply to trip regularly.	8
Schooling	Need for properly managed and resourced schools. (stationary and equipment).	8
	Need for qualified teachers.	8
	Need for reliable transport to schools to reduce absenteeism.	8
Good governance	Need for improved communication between the local and district municipalities.	14.

3.1 INTRODUCTION

Ngqushwa Municipality has decided on its destination and shall undertake important decisions on finding and using appropriate ways of getting there. The Municipal Systems Act says the municipality is supposed to determine a vision for the long term development ; development objectives for the elected term of council including its local economic development aims and its internal transformation needs; and development strategies which are to be aligned with national or provincial sector plans and planning requirements.

Agreed visions, objectives and strategies have a unifying and coordinating impact on the management of development processes.

The strategy phase requires two different types of sector alignment namely the alignment to legal planning requirements related to the formulation of sector specific objectives as well as the alignment to the compliance requirements of departments which represent cross-cutting dimensions.

The purpose of the vision is to inspire and focus the attention and mobilize all residents, communities, stakeholders, politicians and officers in creating the desired future for the municipal area of Ngqushwa. Visions and strategies may inform one another mutually and the possibility to rephrase a vision always exists.

Working objectives thereafter need to be established in order to provide direction to the planning and implementation process. The objectives relate to the identified problems or needs of people. Spatial dimensions, poverty/gender dimensions (socio-economic dimension), environmental dimension, local economic development and institutional dimensions and cross sectoral policy guidelines will be covered during this phase. The strategies will be designed taking into account the national spatial development principles related to the local issues. The strategies will be developed taking poverty alleviation and gender equity policies into account. The strategies are designed and projects are planned ensuring that the principles of Chapter 1 of the National Environmental Management Act of 1998, Local Agenda 21, National Environmental Management Plans and Provincial Environmental Implementation Plans are applied. The strategies and projects will comply with the principle of an ecologically sustainable development process while ensuring that economic development aspects are central to development initiatives. The IDP will investigate institutional deficiencies and constraints which are affecting service delivery through the initiation of a managerial reform aiming at objectives and results orientated management approach based on management tools like consultative decision making approaches within the administration; and through the selection of appropriate forms of service delivery options such as corporatisation, public-public partnerships, public-community partnerships, contracting out, lease and concessions and privatization. External and internal financial resources as well as natural and human resources available will be considered for each priority issue identified. Ngqushwa intends on managing the given internal resources in a more strategic and innovative way and will develop a financial strategy in order to increase revenues and external funding for the municipality in general as well as for each priority issue/objective. The strategy will focus on revenue raising strategies, financial management strategies, capital financing strategies and operational financing strategies (partnerships). Strategic alternatives will be investigated to contribute to finding realistic solutions thereby providing a clear direction for project planning and implementation.

In setting its objectives and strategies, Ngqushwa Local Municipality used *inter alia* the following as requirements to ensure an informed development planning:

- Millenium Goals;
- 2009 Community Inputs;
- Municipal Spatial Development Framework;
- District Development Strategy;
- Provincial Growth and Development Strategy;
- National Spatial Development Perspective
- Department of Cooperative Governance and Traditional Affairs MEC comments
- MTAS and Audit Action Plan

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE		
Functional area	IDP Objective	IDP Strategy
Human Settlement	Facilitate development of sustainable human settlement	1. Conduct survey on all disposed land
		2. Review the spatial development framework.
		3. Coordinate the implementation of Land Claims Programme
Infrastructure	Provide and maintain sustainable levels of engineering and infrastructure services.	Roads and Storm water Maintenance of existing roads and construction of new roads.
		Provide appropriate integrated public transport plan
		Electricity
		1. Develop an electricity plan 2. Review a maintenance plan
	2. Develop areas in order to achieve a healthy and prosperous living environment.	Waste Management .To create a litter free environment and ensures sustainable use of resources.
		Water and Sanitation 1. Identification of areas in need of water and sanitation

Health		1. Combat diseases through the facilitation of awareness and prevention campaigns in collaboration with the Department of health.
	To facilitate comprehensive municipal health by 2012	2. Main stream HIV/AIDS/Wellness Programmes within the municipality
Environment	Comply with environmental issues and programmes	1 Development of environmental plan.
	Comply with coastal management issues and programmes	Development of coastal management Plan
Safety and security	Enforcement of municipal by-laws	1. Adhere to the municipal by-laws
	Ensure safety on our roads	Increase traffic police visibility
Community facilities	Improve access to community facilities by 2012	Construction and maintenance of user friendly community facilities

KPA 2: LOCAL ECONOMIC DEVELOPMENT

Functional area	IDP Objective	IDP Strategy
AGRICULTURE	Ensure that Ngqushwa receives maximum benefit from economic resources within and outside its jurisdiction.	1. Promote and facilitate cooperative development
		2. Promote and Support smmes
	Resuscitate the agric sector in the NLM	1. Support emerging farmers
		2. Improve quality of livestock

		3. Link farmers with potential market opportunities
TOURISM	Attract tourist in NLM	1. Market NLM as a tourist destination
		2. Revive and Maintain Heritage sites, Hiking trails and routes
		3. Establishment of local tourism structures
KPA 3: GOOD GOVERNANCE		
Functional area	IDP Objective	IDP Strategy
Public Participation	Enhancement of public participation	1. Provision of local democracy through encouraging the involvement of communities and community organizations in matters of local government
	To promote good external relations and give expression to the concept of co-operative governance.	Implementation of intergovernmental programme,
Internal Auditing	To provide quality assurance on Ngqushwa internal controls and governance on an ongoing basis	Conduct Internal audits
Communication	Enhance communication in all Ngqushwa programmes	Facilitate strategic interactions/ engagement with Ngqushwa communities in regard to all council business information

	Legal compliance	Implementation of communication strategy
SPU	Ensure institutional plans, programmes and projects impact on youth disabled women, children, elderly, and other vulnerable groups	Mainstreaming of special programmes
Council support	To ensure councillors are fully capacitated to deliver on their mandate	Facilitate training of S79 and S80 committees
	To ensure provision of technical support to Council	Compilation of accurate agendas and minutes Review frequency of sittings for Council Statutory meetings
	Compliance with Municipal Councillors code of conduct	Development of monitoring tools

KPA 4: FINANCIAL MANAGEMENT VIABILITY

Functional area	IDP Objective	IDP Strategy
Revenue Enhancement	To ensure that Ngqushwa Municipality is financial viable	Improvement of the billing collection rate. Data Cleansing
Audit	Ensure clean Audit by 2012	1. Proper record keeping. 2. Capacity building 3. Develop action plan and implementation 4. Development of internal controls and 5. Training of non finance departments 6. Reviewal of monthly management re 7. Proper segregation of duties
Budget Reform	To ensure sound and sustainable municipal finances. Efficient budget control.	1. Development of the budget according to national treasury regulations 2. Ensure all invoices are paid in within 30 days of receipt in line with circular 49 of MFMA. Conduct budget assessment and review compliance with statutory requirements.
Funds Management	To ensure sound and sustainable management of the financial affairs of the municipality in line with national and provincial norms and standards. Proper reporting of the spending of these funds to the relevant stakeholders.	To maximize the expenditure of all funds.
Asset Management	To ensure Ngqushwa Municipal Assets are adequately managed	To ensure proper management of the property assets. To develop GRAP asset register
Supply Chain Management	Stream line Supply Chain Management in the municipality.	Monitor implementation of the SCM policy. Develop a supply chain procurement plan.
Annual Financial statements	Ensure GRAP conforming annual financial statement are produced. Ensure improvement on financial information systems	Capacity Development: Transferring of skills to officials so that in the future we perform our financial statement. Investigate the non linkage of venus.i.e Lack of network communication within B.T.O and maximum use of the financial system.

KPA 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Functional area	IDP Objective	IDP Strategy
Municipal Governance	To ensure compliance with applicable legislation, policies and procedures and ongoing basis	1. Facilitate and coordinate the development of municipal by-laws
		3. Review and development of integrated development plan
		4. Operationalised performance management system
		5. To review PMS framework
		6. Development of Annual Report.
		7. Compliance with code of conduct of councillors.
		Sector Plan Development
Record Management	To achieve centralization of records keeping and improved record management processes and procedures by 2012 in line with the archives act.	1. Development of the file plan
		2. Operationalised document management system both electronically and manual
Risk Management	To have a enterprise wise risk management by 2011	Reduction of risk impact
Human Resource Management	Improve HR relations institutionally	1. Development and implementation of HR strategy
		2. To have a functional local labour forum
	To ensure compliance with the skills requirements of Ngqushwa Municipality	1. Provide training for councillors and officials
		2. Evaluation of training impact. 3. Review organizational structure

Information Management	To provide information Technology governance	1. Assesment of all the existing IT systems
		2. Develop IT policies
Security Services	To ensure that all Ngqushwa assets councillors and staff are adequately secured	1. Provision of adequate security services for Ngqushwa councillors and officials
	To ensure cost efficient of Ngqushwa Local Municipality's resources	1. Review telephone usage policy
Council Support	To coordinate and schedule statutory and other business	1. Develop council calendar
Sport Development	To promote different sporting codes in the municipality by 2012	1. To develop a programme on sport activities.

CHAPTER FOUR: SPATIAL DEVELOPMENT FRAMEWORK

4.0 INTRODUCTION

This section follows on from the development philosophy section and our vision of Ngqushwa in the next few years. The principles as set out in the last chapter of SDF should also guide our proposals. The reviewed SDF will be adopted by the council on the 23 March 2011.

4.1 .VISION

Ngqushwa LM should have well managed settlement zones and the environment, with access to infrastructure and socio-economic services, well developed transport routes, good governance and efficiency.

4.2 SPATIAL PROPOSALS

4.2.1 Spatial Analysis (Settlements)

Hamburg Settlement Zone

Locality and description – it is bounded by the Keiskamma River, which forms the eastern boundary of the municipal area, extending as far as Bodiam.

Objective – To actively promote, develop and market Hamburg as a holiday destination, planning to ensure the proper conservation of the sensitive coastal and river areas and the unblocking of land related problems for tourism development.

Proposals:

- The municipality to partner with Aspire in the development plans for Hamburg. This will also guarantee capacity building and sustainability of the envisaged programs
- Investigate smallholdings zoned as agricultural to determine intensity of use and make recommendations for densification
- Development of a Master Plan/Structure Plan to guide development for the next 5 – 10 years
- There is a need to develop a tourism association that will drive a calendar of events including the Hamburg Beach Festival
- Investigate infrastructure requirements which will meet the needs and ensure existing potential is fully utilised

Peddie Settlement Zone

Locality and description – Area around Peddie Town

Objective:

To promote Peddie as the major compact settlement within the municipal area and ensure efficient provision of infrastructure and services to all.

Proposals:

- Preparation and implementation of land use management guidelines
- Political Intervention and negotiation with Department of Public Works to transfer their properties to Ngqushwa Municipality
- Development of a Master Plan/Structure Plan to guide development for the next 5 – 10 years
- Identify infill areas within the town and villages to be earmarked for densification.
- Investigate smallholdings zoned as agricultural to determine intensity of use and make recommendations for densification
- Formalisation of all informal settlements in and around Peddie
- Investigate infrastructure backlogs and make plans to eliminate such backlogs
- Identify market or business sites for informal traders
- Education and skills development amongst the local community.
- Development of adult education centers

Besides Hamburg and Peddie settlement zone the other settlement zones were identified in the previous SDF. These areas have huge potential to develop into vibrant focus areas but have limited services and development. These include the following:-

- a. Prudhoe / Mpekweni and Mgababa (Ward 12) Area Settlement Zone – Chicory farma
- b. Glenmore/Breakfast Vlei Area Settlement Zone – Livestock and game reserve
- c. Coastal Belt Settlement Zone - Tourism
- d. Tyeni/Ntilini/Qaukeni Settlement Zone – Goat Production (Ward 4)
- e. Mavatulana/Zondeka Settlement Zone – Goat Production
- f. Tuku / Crossroad Settlement Zone – Pineapple Production

4.2.2 Infrastructure:

Objective

To ensure efficient, integrated spatial development of infrastructure and transport systems in shared focus areas through elimination of infrastructure backlogs wherever they exist

From the status quo analysis, it would appear that lower income areas in the main part of town have limited access to services. The roads linking the various rural settlements are in a poor state of repair and are not adequately maintained and therefore making rural areas difficult to access.

Proposals:

- All areas with limited access to services are identified and such services are provided
- Identification of poorly maintained rural access roads
- Drafting of maintenance plans for rural roads and carrying out maintenance work on these roads
- Important roads linking places of economic and social activities need to be maintained and improved

These include the following:

- N2 (From King William's Town through Peddie to Grahamstown)
- R 72 (Coastal road from East London to Port Alfred)
- Provincial Road (14 km Provincial road from R 72 to Hamburg)
- Provincial road from Cross Road across Keiskamma River to King William's Town villages
- Provincial road from Great Fish River Mouth through Mpekweni to Peddie – Grahamstown N2.
- Provincial road from Peddie to Doubledriff Game Reserve.
- Investigation of alternative renewable energy sources

(From previous SDF check whether this is still so)

4.2.3 Environment:

There are many environmental challenges facing Ngqushwa Municipality. However, the following themes are considered to be a priority.

Objective

Ensure compliance with environmental legislation and policy relevant to spatial planning

Proposals:

- Disseminate information and educate relevant Municipal officials on environmental policy and legislation.

Objective

Promote land-use planning that protects terrestrial environmental resources

Proposals:

- Limit expansion of housing and other developments into areas of high conservation value.
- Exclude developments, except those with minimal impact on the sensitive vegetation (e.g. indigenous forests, coastal dunes, wetlands, thicket etc.).
- Designate estuaries as suitable for ecotourism ventures
- Implementation of Land Care projects to rehabilitate degraded areas.
- Limit further agricultural expansion into natural areas without first attempting to rehabilitate existing areas.

- Identify areas with high alien species invasion for rehabilitation with the aid of the Working for Water Programme.
- Identify threatened wetland areas for rehabilitation with the aid of the Working for Wetlands Programme.
- Focus efforts on arresting encroachment into estuarine and riparian zones
- There is limited information on the groundwater capacity of the NLM area, thus obtain assistance from the Department of Water Affairs to carry out a geo-hydrological assessment of groundwater resources in the municipality.
- Link development to provision of water to communities
- Proposed new housing developments, where possible, allocate land for housing that is not environmentally sensitive, where water supplies are available and proposed sanitation services are suited to the environment.

Objective

Promote sustainable land-use management

Proposals

- Commonage needs to be effectively managed and controlled, therefore develop commonage management plan
- Expansion of commercial agricultural developments, identify land suitable for expansion of agriculture that does not conflict with environmental integrity and conservation.
- Expansion of land for communal grazing, identify land suitable for commonage near settlements that does not conflict with environmental integrity and conservation

Objective

Promote sustainable coastal development

Proposals

- Promote distinctly coastal development opportunities.
- Promote nodal development and densification of existing coastal nodes and discourage coastal sprawl
- Identify areas suitable for mariculture.
- Refer to EMF guidelines when considering any coastal development or expansion.



Large concrete tanks with plastic liner, (b) Smaller plastic canvas tanks for on-growing of abalone.



Land-based finfish farming

Objective

Develop a climate change response programme

Proposals:

- Develop a climate change response strategy for the LM
- Take guidance from Provincial climate change response strategy
- Identify locations for renewable energy projects such as wind, bio-fuels, solar, etc.



Objective

Ensure wide application of important environmental land-use management policies and programmes

Proposals:

- Ensure that important environmental planning policies and programmes are widely distributed and inform relevant agencies within the municipality.

Objective:

Protection of the core bio-diversity areas, natural resources and the ecological system

The biophysical environment of Ngqushwa is characterized by diverse ecologically sensitive areas. The area has a high degree of aesthetic appeal and is also rich in natural resources that are ideal for the eco tourism industry such as the physical landscape (mountains, valleys, the coastline, dune systems, sand beaches, estuaries, wetlands, etc)

As echoed in the PSDP it is critical that core biodiversity areas (reserves, wetlands, parks, steep slopes and special sensitive bio-diversity areas) should be properly identified and properly managed. The spatial distribution of environmental bio-diversity areas of significance as contained in the **Eastern Cape Biodiversity Conservation Plan (EC BCP)** are considered to be critical. Identification of areas where development needs to be avoided or at best, carefully managed is important.

Areas of conservation importance and eco tourism potential include:

- The coast line and marine resources
- Coastal forests occurring in close proximity to the coastline
- Wetlands including coastal and inland wetlands
- Estuaries, streams and rivers
- Nature reserves

While it is difficult to develop a set of guidelines that will address conservation considerations for every land parcel in Ngqushwa LM, the following general principles should be considered:

- All indigenous forests must be conserved except under exceptional circumstances
- There should be no development in any riparian area except under exceptional circumstances
- Development within the Coastal Protection Zone should be consistent with the objectives of the White Paper for Sustainable Coastal Development and the Coastal Management Bill
- Where development or land-use change is deemed appropriate, development should first occur in transformed and non-restorable areas before consideration is given to opening up additional areas for development.
- Where development or land-use change of sensitive areas is deemed appropriate, consideration should be given to the establishment of appropriate **off-sets** in addition to the rehabilitation of existing disturbed areas
- The assessment of proposed development or land-use change should anticipate future land-use pressures
- Development outside the urban edge should only be contemplated if real environmental benefits can be demonstrated or appropriate off-sets are provided.

Rehabilitation of degraded areas

It is essential that wards where degradation has occurred are identified and mapped. In ward 8, degradation has occurred due to poor veld management, uncontrolled burning and overgrazing. These practices result in loss of fertile agricultural soils and cause a general ecological decline of the area. Good management practices have to be employed to combat these practices. The community also needs to be educated on management practices.

Deforestation which is caused by the indiscriminate felling of trees for domestic purposes including firewood, construction and medicinal purposes has occurred in Ngqushwa LM. These practices which result in a reduction of botanical diversity, loss of aesthetic value and economic potential of the area have to be dealt with. Illegal sand mining also occurs in various locations along the coast and such areas should be identified and rehabilitated. The community has to be educated on the effects of deforestation and afforestation programmes have to be employed. Use of policing and prohibitive fines for those caught in these illegal activities should be employed.

4.2.4 Rural Development

Land in the rural areas is primarily owned by the state. As a result, the process of releasing land is very slow and has been reported to be very problematic. There is generally lack of tenure security and a weak land administration system in rural areas

Objective: To improve access to rural land

Clarify who is responsible for which land. Working together between different authorities. IGR.

- Improve relations between traditional authorities and LM and clarification of roles
- Convert the tenure of large tracts of state owned land to communal ownership.
- Obtain support from local government and land claims commission in finalising land Redistribution for Agricultural Development (LRAD) processes and implementing the Communal Land Rights Act

4.2.5 Economy:

Tourism

Objective:

Development of the existing tourism potential by harnessing different types of tourism products such as cultural, historical and adventure tourism in different parts of the municipality .

- Aspire has identified great potential for tourism development in the Hamburg Expanded Development Initiative (HEDI) area but it is through the synergy of tourism product development that this area will develop to its full potential.
- Adventure based tourism such as mountain and quad biking, hiking and canoe trials holds great potential in the municipality. This is owing to its natural environment.
- Establishment of a tourism information centre and hub

- Further research on the Amathole Heritage trails.
- Proper mapping of heritage sites and tourism nodes
- Develop existing projects such as the Nguni Bull project, at Wesley and the oyster farm at Hamburg.

Agriculture

Objective:

Improve agricultural production, making use of available resources, starting with areas with the greatest potential and available or close to infrastructure.

Proposals

Prioritise development (coupled with sourcing of funding) within areas with potential identified in the previous SDF.

- Sort out land ownership problems and organise funding for purposes of Intensive commercial – orientated agriculture: Areas identified for irrigated crop production - Tyefu Irrigation Scheme area, Keiskamma River Citrus.
- Investigate and identify areas suitable for ranching activities around the coast
- Invest in reviving old but viable irrigation Schemes - mainly along the Keiskamma River watercourse and the existing Tyefu irrigation zones.
- Develop Pineapple Production in the existing pineapple farm areas – Wards 6, 11 (3 pineapple farms) 12 and 14 by inviting potential investors.
- Investigate subtropical fruit, vegetable and fodder crop production along the Keiskamma River

SMME's

Objective:

To focus municipal investment in focus areas within identified settlement zones.

Proposals:

- Improving the level of services in basic infrastructure
- Implementation of poverty alleviation programmes as identified in the LED programme
- The municipality to develop income generating projects to minimise dependency ratio

The local municipality aims to develop and invest in the SMME sector in order to create employment opportunities. The need for business advisory services was identified. This was piloted in the following areas:- Peddie, Hamburg, Lower Mgwalana, Pikoli and Breakfast Vlei. In addition, councillors were tasked to undertake a stimulus programme with the aim of putting emphasis on providing support for the SMME sector.

Potential auxiliary SMME industries identified in the LED Strategy, include; furniture manufacturing, brick making, lime making and sand mining.

Mining

Objective:

To conduct municipal wide mining and geological resource assessment and manage existing mining

Proposals

- LM to ensure proper documentation and spatial mapping of all its available resources
- Proposed joint venture with the Gauteng Lime Factory to re-open the lime mine in ward 11 and 7 in the Mpekweni area on Pato's Kop
- Formalise and regulate illegal sand mining, particularly along the coast.

4.2.6 Governance

Objective:

Effective implementation of the SDF and Land Use Management System

Proposals

- Improve knowledge and understanding on the importance of spatial planning
- Implementation of Land Use Management and discourage informal settlements
- Monitoring of spatial/growth trends to be in line with future planning
- SDF Review to be in line with IDP Review
- One system of land planning and management legislation will lead to efficient spatial distribution of public sector investment and private sector interests.
- Finalisation of land claims to allow development to proceed

4.2.7 Human Resources

Objective:

Augmenting existing capacity to deal with land use management and housing issues by increasing knowledge and awareness of the decision makers on the need for planning.

Proposals

- Partnership with District Municipality intended for recruitment of required human resource capacity
- Awareness creation, training and capacity building about land use management and the SDF and how these should affect decision making processes
- Targeted skills attraction and retention. This includes affordable middle-income housing, affordable quality education and health services, affordable public transport systems, good personal safety and security, and leisure and entertainment facilities and choices.
- Targeted capacity development to undertake development planning

REFERENCE LIST

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- Eastern Cape Provincial Spatial Development Plan, Volume 3: The Development Philosophy (Version1) (Draft), PGDP, UN Habitat, Eastern Cape Local Government
- Municipal Systems Act, 32 of 2000 (MSA)
- Development Facilitation Act (DFA) (Act 67 of 1995)
- White Paper on Wise Land Use: Spatial Planning and Land Use Management
- Hamburg Expanded Development Initiative, Final Phase One Analysis Report 2010, Prepared by Aspire
- Land Use Management Bill (LUMB)
- The South African Constitution
- National Environmental Management Act (NEMA)
- The Environmental Conservation Act (1989)
- National Forests Act, No. 84 of 1998.
- Water Services Act (1997)

CHAPTER FIVE: PROJECT PROPOSALS

5.1 INTRODUCTION

This phase involves the design of project proposals which can be used for implementation. The involvement of technical and financial experts (municipal officials), community development experts (councilors) and also affected groups of residents during this phase ensures the adjustment to project designs in order to address their needs and to meet the needs of the local conditions.

The project plan has emphasized the description of various identified projects, the geographic location for implementation, the targets to be achieved in terms of what and how much will be provided within a specified timeframe and finally a budget estimate will be allocated alongside the source of finance in an attempt to meet the objectives thereby addressing the existing challenges experienced within Ngqushwa.

A sector alignment was undertaken during this project proposal phase and in so doing, the under mentioned objectives will be achieved, namely

- (i) providing technical detail and feasibility to the IDP projects thereby ensuring compliance of project proposals with sector policies and sectoral planning requirements.
- (ii) ensuring that sector plans or programmes are in line with locally driven priorities, objectives and strategies.
- (iii) to secure sectoral funding for IDP projects.

This phase will also demonstrate how buy- in of key government (national and provincial spheres of government), non government and private sector role players will be encouraged to participate in ensuring that through the establishment of linkages, the obligations of developmental local government as contained in the Constitution of the Republic of South Africa, 1996 is realized.

PROJECT PROPOSALS

Table 26

KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE

Development Priorities Objectives	Strategy	Project Proposal	Target	Financial Cost	Fund Source
Community Facilities					
User Friendly Community Halls	Upgrading of community halls	Renovation /Top up of Bell, Nobumba, Ndwayana, Mankone, Madliki and Machibi, Peddie Town Community Halls community halls, Mthathi tribal hall	2011/2012	R4 000 000.00	Equitable Share
	Construction of new community halls	Construction of Woodlands, Ngqwele, Lower Gwalana, Qhugqwala/Jubisa &	2011/2012	R 6 000,000.00	MIG
Encourage sports development in the community	Upgrading of sport facilities in our communities	Construction of Ward 3 & 4 sport fields Upgrading of Peddie Extension Stadium	2012/2013	R4 000 000.00	MIG
Maintain cementries	Fencing, Cleaning of cementries	Peddie Town	2011/12	R100 000.00	Equitable Share
Engineering and Infrastructure					
Roads and Stormwater					

Provide and maintain appropriate, affordable and sustainable levels of engineering services and transportation facilities in existing and new development areas in order to achieve a healthy and prosperous living environment	Construction of new roads	Tyeni Gobošana Access Road, Machibi (Access Road Ntloko Internal Road, Feni (Pola Park & German Village -2012/13)	2011/2012	R 10,800,000.00	MIG
	Upgrading and maintenance of Roads and side walks	All wards , Peddie Town and Hamburg	2011/12	R 600,000.00	Equitable Share
Electricity					
Roll out free basic electricity	Prepare maintenance programme.	Peddie Town, Peddie Extension, Hamburg, Ethembeni, Glenmore and Hamburg village Electrification of Peddie East. Christmas lights.	2011/2012	R 250,000.00	Equitable Share
	Identification of power needs and problem areas.	All villages and extension.	2011/12	None	
	Electrification programme	Electrification of Peddie East	2011/12	Eskom	
	Update Indigent Register	All wards	2011/12		Internal
Water					

	Improve water quality through concert monitoring and testing	Develop database of all villages without water and sanitation			
Waste Management	Introducing environmental education & awareness	Education awareness programmes	2011/2012	R50 000	
	Secure funding for the provision of waste management	Organise a clean up campaign	2011/2012	R50 000	
	Cleaning & beautification of Peddie Town & Hamburg	Planting of indigenous trees & street sweeping	2011/2012	R8 000 000	Internal/DEA
	Involve schools and communities in recycling programme	Organise a waste management community workshop and awareness programmes	2011/2012	R100 000	
Land and Housing					
Improved sustainable human settlement	Prepare business plan Hoyi, Ndwayana, Moyeni, Lujiko, Phole, Tyeni	Prepare business plan for planning and survey development	2011/12		
	Prepare business plan Lover'stwist, Mandliki, Masele, Tuku A, Cisira and Pikoli	Prepare business plan for housing development	2011/12	R 200,000.00	
Identify available land for development	Review housing sector plan	Facilitate reviewal of housing sector plan with Human Settlements	2011/12	None	Human Settlements
	Dispose available sites for development	Dispose available sites	2011/12	R 200,000.00	

Improved communication between housing development stakeholders	Co-ordinate of registration of properties	Registration of properties	2011/12	R 200,000.00	
Building Control					
Improve understanding of building regulations and by-laws	Increase awareness on building control regulations and by-laws	Conduct workshops and awareness	2011/12	R 50,000.00	
Integrated Transport Plan					
Improve Public Transport	Develop Integrated Transport Plan	Integrated Public Transport Plan	2012/13	R 500,000.00	
Environment					
Preserve natural areas and caring for the earth	Increase awareness biodiversity conservation	Conduct workshop , awareness and education	2011/2012	R50 000	
	Increase awareness with regard to climate change	Conduct workshop , awareness and education Establish environmental forum	2011/2012	R50 000	

KPA 2: LOCAL ECONOMIC DEVELOPMENT

DEVELOPMENT PRIORITIES: OBJECTIVES	STRATEGY	PROJECT PROPOSALS	TARGET	FINANCE/ COST IMPLICATION	AGENT/ FUND SOURCE
Ensure that Ngqushwa receives maximum benefit from economic resources within and outside its jurisdiction.	3. Promote and facilitate cooperative development	<ol style="list-style-type: none"> 1. Coop Indaba, Outreach and Information sharing sessions 2. Registration 3. Develop a database 4. Establish a structure for Cooperatives 5. Provide capacity and support 	All wards	R150 000	Internal
	4. Promote and Support smmes	<ol style="list-style-type: none"> 1. Outreach /Business Imbizo 2. Business registration 3. Develop a database 4. Business networking sessions 5. Establish a structure 6. Provide capacity and support 	All Wards	R100 000 R50 000 R260 000(Hamburg Development Programme) R300.000 (Small Town revitalization) R150.000 (Hawker Stalls)	Internal
Resuscitate the agric sector in the NLM	2. Support emerging farmers	<ol style="list-style-type: none"> 1. Develop a database of farmers 2. Support provision of the necessary infrastructure 3. Training of emerging farmers 	All Wards	R1000 000.00 R50 000	Internal
	2. Improve quality of livestock	<ol style="list-style-type: none"> 1. Establish partnerships with relevant organizations and Institutions of Higher Learning 	All Wards		Internal

		<ol style="list-style-type: none"> 2. Identify initiatives 3. Support emerging farmers 		R500.000.00	
	3. Link farmers with potential market opportunities	<ol style="list-style-type: none"> 1. Develop a database of farmers Agricultural Shows 	All Wards	R50 000.00	Internal
Attract tourist in NLM	3. Market NLM as a tourist destination	<ol style="list-style-type: none"> 1. Branding & Marketing (brochures) 2. Hamburg Beach Festival 3. Flee market 4. Expose local product owners to National and International Exhibitions 5. Support tourism product owners 6. Support to hospitality product owners. 		R150 000.00	Internal
				R500 000.00	
			R50 000.00		
	4. Revive and Maintain Heritage sites, Hiking trails and routes	<ol style="list-style-type: none"> 1. Provision of Infrastructure 2. Acknowledgement and remembrance of heritage sites 		R300 000	Internal
	3. Establishment of local tourism structures	<ol style="list-style-type: none"> 1. Revival of community tourism organizations (product owners) 2. Capacitate and support of structures 		None	Internal

DEVELOPMENT PRIORITY OBJECTIVES	STRATEGY	PROJECT PROPOSAL	TARGET	FINANCE/COST IMPLICATION	AGENT/FUND SOURCE
Good governance and public participation					
	<p>prescripts, policy frameworks and promoting constitutional values and principles.</p> <p>3. Investing in youth development and building on their creativity and motivation through active involvement in civic and development programmes.</p> <p>4. Empowering ward councilors, ward committee members, traditional leaders and civic organizations as community leaders through active participation in decision making in a purpose driven environment exercising trust, accountability, mutual respect, confidence, transparency and accommodating relationships between all stakeholders.</p>	<p>Development of guiding documents for youth activities</p> <p>Revival of youth council.</p>		R150 000	Ngqushwa LM

DEVELOPMENT PRIORITY OBJECTIVES	STRATEGY	PROJECT PROPOSAL	TARGET	FINANCE/COST IMPLICATION	AGENT/FUND SOURCE
Good governance and public participation					
	5. Facilitating candidate support programmes which provides information regarding electoral systems, processes, functions and operations of local government building skills in areas such as public speaking, planning and budgeting, organizing public meetings, fundraising and political campaigning.	Strengthening of ward centres to be fully operational		R220 000	
		Training of Councillors and ward committees and S79 and S80 committees		R400 000	Ngqushwa LM
	8. Expand our administrative database by including community organizations per ward	Conduct quarterly local communicator's forum meeting.		R30 000	
				R100 0000	Ngqushwa LM

DEVELOPMENT PRIORITY OBJECTIVES	STRATEGY	PROJECT PROPOSAL	TARGET	FINANCE/COST IMPLICATION	AGENT/FUND SOURCE
Good governance and public participation					
		Popularising municipal developmental projects through local media.			

DEVELOPMENT PRIORITY OBJECTIVES	STRATEGY	PROJECT PROPOSAL	TARGET	FINANCE/COST IMPLICATION	AGENT/FUND SOURCE
Good governance and public participation					
The promotion of equity, social justice and economic prosperity.	1. Develop and display strategic, integrating and community orientated capacity building interventions focused on duty, delegation of legislative, executive and administrative power, reporting, financial regulation and oversight, macro economic management, trade and investment.	Training and workshop EE act		R50 000	
To provide quality assurance on Ngqushwa internal controls and governance on an ongoing bases	Conduct internal audits	4 Audits per Annum			
		Audit Committees		R300 000	

DEVELOPMENT PRIORITY OBJECTIVES	STRATEGY	PROJECT PROPOSAL	TARGET	FINANCE/COST IMPLICATION	AGENT/FUND SOURCE
Good governance and public participation					
					Ngqushwa LM
To promote good external relations and give expression to the concept of co-operative governance.	Establish IGR relations.			R371 000	

KPA 4: FINANCIAL VIABILITY

Table30

PRIORITY DEVELOPMENT	OBJECTIVE	STRATEGY	PROJECT PROPOSALS ACTION	TARGET	FINANCE COST IMPLICATION	AGENT FUND SOURCE
Revenue Enhancement Audit Budget Reform Funds Management Asset Management Supply Chain Management Annual Financial statements Revenue Enhancement Audit Budget Reform Funds Management Asset Management Supply Chain Management Annual Financial statements Revenue Enhancement Audit	To ensure that Ngqushwa Municipality is financial viable	Improvement of the billing collection rate.				
		Data Cleansing				
	Ensure clean Audit by 2012	Conduct departmental meetings,at least once a month.		Monthly Meetings	Operational	
		1. Proper record keeping.				
	Reduce debtors	2. Capacity building				NLM
	Positive cash flow	3.Develop action plan and implement 4.Development of internal controls and 5.Training of non finance departments 6.Reviewal of monthly management re 7.Proper segregation of duties				
To ensure sound and sustainable municipal finances.	1.Development of the budget according to national treasury regulations					
Efficient budget control.						

PRIORITY DEVELOPMENT	OBJECTIVE	STRATEGY	PROJECT PROPOSALS ACTION	TARGET	FINANCE COST IMPLICATION	AGENT FUND SOURCE
	To ensure sound and sustainable management of the financial affairs of the municipality in line with national and provincial norms and standards.	2. Ensure all invoices are paid in within 30 days of receipt in line with circular 49 of MFMA. Conduct budget assessment and review compliance with statutory requirements.				
	Proper reporting of the spending of these funds to the relevant stakeholders.	To maximize the expenditure of all funds.				
	To ensure Ngqushwa Municipal Assets are adequately managed	To ensure proper management of the property assets. To develop GRAP asset register				
	Stream line Supply Chain Management in the municipality.	Monitor implementation of the SCM policy. Develop a supply chain procurement plan.				
	Ensure GRAP conforming annual financial	Capacity Development: Transferring of skills to officials so that in the future we perform our financial statement.				

PRIORITY DEVELOPMENT	OBJECTIVE	STRATEGY	PROJECT PROPOSALS ACTION	TARGET	FINANCE COST IMPLICATION	AGENT FUND SOURCE
	statement are produced. Ensure improvement on financial information systems To ensure that Ngqushwa Municipality is financial viable	Investigate the non linkage of venus.i.e Lack of network communication within B.T.O and maximum use of the financial system. Improvement of the billing collection rate. Data Cleansing				
	Monthly closing procedure done on time Ensure clean Audit by 2012	Monthly closing within (10) working days after month end 1. Proper record keeping.				
	Customer care	2. Capacity building				
	Control account balanced	3.Develop action plan and implement 4.Development of internal controls and 5.Training of non finance departments 6.Reviewal of monthly management re 7.Proper segregation of duties				

PRIORITY DEVELOPMENT	OBJECTIVE	STRATEGY	PROJECT PROPOSALS ACTION	TARGET	FINANCE COST IMPLICATION	AGENT FUND SOURCE
	To ensure sound and sustainable municipal finances. Efficient budget control.	1. Development of the budget according to national treasury regulations				
		2. Ensure all invoices are paid in within 30 days of receipt in line with circular 49 of MFMA. Conduct budget assessment and review compliance with statutory requirements.				
	To ensure sound and sustainable management of the financial affairs of the municipality in line with national and provincial norms and standards. Proper reporting of the spending of these funds to	To maximize the expenditure of all funds.				
		To ensure proper management of the property assets. To develop GRAP asset register				

PRIORITY DEVELOPMENT	OBJECTIVE	STRATEGY	PROJECT PROPOSALS ACTION	TARGET	FINANCE COST IMPLICATION	AGENT FUND SOURCE
	the relevant stakeholders. To ensure Ngqushwa Municipal Assets are adequately managed					
	Stream line Supply Chain Management in the municipality.	Monitor implementation of the SCM policy. Develop a supply chain procurement plan.				
	Ensure GRAP conforming annual financial statement are produced. Ensure improvement on financial information systemS To ensure that Ngqushwa Municipality is financial viable	Capacity Development: Transferring of skills to officials so that in the future we perform our financial statement. Investigate the non linkage of venus.i.e Lack of network communication within B.T.O and maximum use of the financial system. Improvement of the billing collection rate. Data Cleansing				

PRIORITY DEVELOPMENT	OBJECTIVE	STRATEGY	PROJECT PROPOSALS ACTION	TARGET	FINANCE COST IMPLICATION	AGENT FUND SOURCE
		Draft and submit and item regarding the AFS to Council by 30 September 2008				
		1. Proper record keeping.				
		2. Capacity building				
Budget Office	AFS Ensure clean Audit by 2012	3. Develop action plan and implement 4. Development of internal controls and 5. Training of non finance departments 6. Reviewal of monthly management re 7. Proper segregation of duties				
	To ensure sound and sustainable municipal finances.	1. Development of the budget according to national treasury regulations				
Budget Reform Funds Management Asset Management Supply Chain Management	Efficient budget control.	2. Ensure all invoices are paid in within 30 days of receipt in line with circular 49 of MFMA. Conduct budget assessment and review compliance with statutory requirements.				
	To ensure sound and sustainable management of the financial affairs of the municipality in line with national and provincial norms and standards.	To maximize the expenditure of all funds.				

PRIORITY DEVELOPMENT	OBJECTIVE	STRATEGY	PROJECT PROPOSALS ACTION	TARGET	FINANCE COST IMPLICATION	AGENT FUND SOURCE
	Proper reporting of the spending of these funds to the relevant stakeholders.					
	To ensure Ngqushwa Municipal Assets are adequately managed Stream line Supply Chain Management in the municipality.	To ensure proper management of the property assets. To develop GRAP asset register				
		Monitor implementation of the SCM policy. Develop a supply chain procurement plan.				
Annual Financial statements Revenue Enhancement Audit	Ensure GRAP conforming annual financial statement are produced. Ensure improvement on financial information systems	Capacity Development: Transferring of skills to officials so that in the future we perform our financial statement. Investigate the non linkage of venus.i.e Lack of network communication within B.T.O and maximum use of the financial system.				

PRIORITY DEVELOPMENT	OBJECTIVE	STRATEGY	PROJECT PROPOSALS ACTION	TARGET	FINANCE COST IMPLICATION	AGENT FUND SOURCE
	To ensure that Ngqushwa Municipality is financial viable	Improvement of the billing collection rate. Data Cleansing	To implement data base cleansing for customers	31 March 2012	R250 000	Internal funds
		Compilation and implementation of the following policies: Budget Policies				
	Ensure clean Audit by 2012	1. Proper record keeping.				
Budget Reform Funds Management Asset Management		2. Capacity building				
	Finance systems	3. Develop action plan and implement 4. Development of internal controls and 5. Training of non finance departments 6. Reviewal of monthly management re 7. Proper segregation of duties				
	To ensure sound and sustainable municipal finances.	1. Development of the budget according to national treasury regulations				
	Efficient budget control.	2. Ensure all invoices are paid in within 30 days of receipt in line with circular 49 of MFMA. Conduct budget assessment and review compliance with statutory requirements.				

PRIORITY DEVELOPMENT	OBJECTIVE	STRATEGY	PROJECT PROPOSALS ACTION	TARGET	FINANCE COST IMPLICATION	AGENT FUND SOURCE
	<p>To ensure sound and sustainable management of the financial affairs of the municipality in line with national and provincial norms and standards.</p> <p>Proper reporting of the spending of these funds to the relevant stakeholders.</p>	To maximize the expenditure of all funds.				
	To ensure Ngqushwa Municipal Assets are adequately managed	<p>To ensure proper management of the property assets.</p> <p>To develop GRAP asset register</p>	AFS Project	31 August 2011	R 800.000	Internal funds
Supply Chain Management Annual Financial statements Revenue Enhancement Audit Budget Reform	Stream line Supply Chain Management in the municipality.	<p>Monitor implementation of the SCM policy.</p> <p>Develop a supply chain procurement plan.</p>				
	Ensure GRAP conforming annual financial statement are produced.	<p>Capacity Development: Transferring of skills to officials so that in the future we perform our financial statement.</p> <p>Investigate the non linkage of</p>				

PRIORITY DEVELOPMENT	OBJECTIVE	STRATEGY	PROJECT PROPOSALS ACTION	TARGET	FINANCE COST IMPLICATION	AGENT FUND SOURCE
	Ensure improvement on financial information systems To ensure that Ngqushwa Municipality is financial viable	venus.i.e Lack of network communication within B.T.O and maximum use of the financial system.				
		Improvement of the billing collection rate. Data Cleansing				
	Ensure clean Audit by 2012 To ensure sound and sustainable municipal finances. Efficient budget control.	To track the performance of contracts				
		1. Proper record keeping.				
		2. Capacity building				
		3.Develop action plan and implement 4.Development of internal controls and 5.Training of non finance departments 6.Reviewal of monthly management re 7.Proper segregation of duties				
		1.Development of the budget according to national treasury regulations	Perform Interim Valuation		R2 000 000	

KPA 5: INSTITUTIONAL AND TRANSFORMATION ARRANGEMENT

Table 31

DEVELOPMENT PRIORITIES OBJECTIVES	STRATEGY	PROJECT PROPOSALS (ACTIONS)	TARGET	FINANCE/COST IMPLICATION	AGENT/FUND SOURCE
To ensure compliance with applicable legislation, policies and procedures and ongoing basis	1. Facilitate and coordinate the development of municipal by-laws	Municipal By-Law		R80 000	Internal
	3. Review and development of integrated development plan	IDP		R500 000	Source Funding
	4. Operationalised performance management system	PMS			Internal
	To review PMS framework	PMS framework		R200 000	DLGTA
	6. Development of Annual Report.	Annual Report			
	7. Compliance with code of conduct of councillors.	Code of Conduct			Internal
To ensure development of each sector plan per priority need identified	1. Coordinate development of sector plan	Implementation of HR strategy		R10 000	
To achieve centralization of records keeping and improved record management processes and procedures by 2012 in line with the archives act.		File Plan			
	1. Development of the file plan				
	2. Operationalised document management system both	Document management system upgrade		R200 000	

	electronically and manual				
To have a enterprise wise risk management by 2012		Risk assessment		R150 000	
	Reduction of risk impact				
Improve HR relations institutionally	1.Development and implementation of HR strategy	Implementation of HR strategy			
	2. To have a functional labour forum	Labour forum operations			
To ensure compliance with the skills requirements of Nggushwa Municipality	1. Provide training for councillors and officials	Capacity Building for councilors and officials			
	2. Provision of electronic system for attendance register	Electronic system		R300 000	
	4. Review organizational structure	Organizational review	Nil		
To provide information Technology governance	1.Asesment of all the existing IT systems	Assessment of IT structure/			
	2.Develop IT	Development of IT infrastructure and network		R300 000	
To ensure that all Nggushwa assets councillors and staff are adequately secured	1. Provision of adequate security services for Nggushwa councillors and officials	Provision of security systems		R500 000	
To coordinate and schedule statutory and other business	1.Develop council calendar	Calendar development			
To promote different sporting codes in the municipality by 2012	1. To develop a programme on sport activities.	EAP programme		R350 000	
	Ensure that the municipality had adequate infrastructure	Building of additional offices		R2 000 000	

FIVE YEAR CAPITAL PLAN

Table 32

NGQUSHWA MUNICIPALITY INFRASTRUCTURE DEVELOPMENT FIVE YEAR CAPITAL PLAN

2010/11 MIG Allocation R14 349 000.00	2011/12 MIG Allocation R17 257 000	2012/13 MIG Allocation R20 983 000.00	2013/14	2014/15
Mtati Community Hall [w1]	Tyeni-Gobozana Access Road [w1]	Bingqala Access Road[w11]	Nxopo Community Hall [w4]	Ntsinekana Community Hall [w8]
Masele Community Hall [w2]	Woodlands Community Hall [w9]	Jubisa Sports Field [w4]	Twecu-Phole Internal Roads [w5]	Tyata Community Hall [w3]
Nyaniso Community Hall [w14]	Ngqwele Community Hall [w1]	Tuku A Internal Roads [w6]	German Village Highmast Lights [w10]	Lover's Twist Internal Roads [w6]
Gcinisa South Internal Roads [w11]	Lower Gwalana Community Hall[w14]	Prudhoe Community Hall [w12]	Runletts Community Hall [w9]	Hamburg Internal Roads[w11]
DLTC [Equitable Share & DoRT] [W10]	Jubisa Community Hall [w4]	Glenmore Sports Field [w8]	Cheletyuma Internal Roads [w14]	Feni Community Hall [w7]
Rode Community Hall [w3]	Ntloko Internal Roads [w13]	Qaga Access Road [w2]	Maxhegweni Community Hall [w13]	Khalana Community Hall [w4]
Baltein Community Hall [w8]	Machibi Access Road [w5]	Peddie Extension Stadium [w10]	Mpekwani Sports Field [w12]	
Mkhanyeni Community Hall [w13]	Feni Internal Roads [w7]	Peddie Extension Community Hall [w10]		

Doorenkloof Access Road [w6]				
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PROPOSED PROJECTS FOR THE 2007-2012/ FINANCIAL YEAR

Project Name	Ward	Financial Year	Actual Amount	Source
HIV/ AIDS Related Programmes	All	2009/10	R100 000.00	NLM
Library Building	10	2009/10	R500 000.00	DoE and DISRAC
Moral Regeneration Programmes for youth Development	All	2009/10	R320 000.00	Seek Funding/ (GTZ)
Eradication of Mud Schools	All	2009/10	R20m	Private Sector and DoE
Career Related Programmes For youth in Schools	All	2009/10	R80 000.00	NLM
Work shops on sexual offences and Human Rights	All	2009/10	R20 000.00	NLM
Organize Security devices in the municipality Buildings	10 & 11	2010/11	R100 000.00	NLM
Capacitate Communities on By-Laws	All	2009/10	R100 000.00	NLM
Organize training workshop for tour guides	All	2009/10	R30 000. 00	ADM and Eastern Cape Tourism Board
Build Toilets Facilities for disabled People and Halls	All	2009/10	R46 500.00	NLM
Revamp Packhouse for Citrus (Ripplemead/ Baltein)	8	2009/10	R5m	Source Funds
Revitalise Bingqala Pineapple	11	2009/10	R5m	Source Fund

Project Name	Ward	Financial Year	Actual Amount	Source
Establish Linkages with Tertiary Institutions on fish farming and crop potential livestock	All	2009/10	R2m	Source funding
Mbodla Heritage initiative	9	2009/10	R50 000.00	NLM
Hamboloxolo Hiking Event	9	2009/10	R25 000.00	NLM
Keiskamma Trust	11	2009/10	R50 000.00	NLM
Hamburg Arts Colony/ Residence	11	2009/10	R22m	DEAT/ AEDA/ ASPIRE
Coastal Care Project	11& 12	2009/10	R9m	DEAT
2010 Events	10	2009/10	R120 000.00	NLM
Busary Fund	All	2009/10	R150 000.00	NLM
Marketing of Ngqushwa Tourism Products	All	2009/10	R50 000.00	NLM
Baby Born Poultry Project	1	2009/10	R50 000.00	NLM
Masibambane Aloe Juice Project	1	2009/10	R115 000.00	NLM
Qaqambile Vegetable Project	2	2009/10	R100 000.00	NLM
Dlova Crop Production Project – Dlova	3	2009/10	R45 000.00	NLM
Qugqwala Women Empowerment Project	4	2009/10	R75 000.00	NLM
Mzamomhle Poultry Project (not visited yet)	5	2009/10	R50 000.00	NLM
Madliki Massive Agricultural Project –		2009/10	R50 000.00	NLM

Project Name	Ward	Financial Year	Actual Amount	Source
Madliki (not visited yet)				
Masinedane Community Garden – Bell	6	2009/10	R50 000.00	NLM
Masihlume Mabhele Food Garden – Feni	7	2009/10	R50 000.00	NLM
Kuyasa Poultry Project	6	2009/10	R25 000.00	NLM
Lukhanyo Piggery (not visited yet)	6	2009/10	R25 000.00	NLM
Masisikelele Bakery – Glenmore	8	2009/10	R50 000.00	NLM
Rura Development Project – Rura	9	2009/10	R80 000.00	NLM
Luxolweni Community Project (not visited yet)	10	2009/10	R150 000.00	NLM
Wesley Beef Project – Wesley	11	2009/10	R350 000.00	NLM
Mgababa Massive Food Project Chicory Project – Mpekweni, Mgababa, Prudhoe	12	2009/10	R50 000.00	NLM
Maxhegweni Siyazondla Community Garden	13	2009/10	R80 000.00	NLM
Phambili Crop Production – Mgwalana	14	2009/10	R80 000.00	NLM
Peddie Multi-faceted Development	10	2009/10		Developers
Thusong Service Center	3	2009/10	R7m	OTP
Gobozana Clinic	1	2009/10	R2.5m	DOH
Assistance with Land Preparation (tractors with Implement	All	2009/10	R1m	Source Funds

Project Name	Ward	Financial Year	Actual Amount	Source
Dube Irrigation Scheme	5	2009/10	R750 000.00	Soc Dev
Siyazama Garden Project	9	2009/10	R750 000.00	Soc Dev
Zanokhanyo Poultry Farmer's Association	9	2009/10	R500 000.00	Soc Dev
Shushu-Tildin Access Road	3 & 4	2009/10	R4 199 616	MIG
Luxolweni Access Road	10	2009/10	R2 944 387	MIG
Nobumba Internal Roads	9	2009/10	R4 238 121	MIG
Nyatyhora Access roads	3	2009/10	R 2 114 722	MIG
Drivers License and Testing Centre.	10	2009/10	R500 000.00	Roads and Transport.
Relocate Pound	10	2009/10	R800 000.00	NLM
Qeto Community Hall	14	2009/10	R1 300 000	MIG
Mphekweni Community Hall	12	2009/10	R1 300 000	MIG
Mtati Community Hall	1	2009/10	R1 500 000	NLM
Upper Gwalana Community Hall/Baltein	13	2009/10	R900 000.00	MIG
Renovate/ Improve Birha Toilets Facility	11	2009/10	R200 000.00	NLM
Fencing of Cemetery	11,8,10,13 & 5	2009/10	R150 000.00	NLM
Educational Programmes	All	2009/10	R100 000.00	NLM

Project Name	Ward	Financial Year	Actual Amount	Source
Wesley Mining	11	2009/10		Abasempuma Resources Company
Hamburg Expanded Development Initiative	11	2009/10		Aspire /National Treasury
Hamburg Municipal Offices	11	2009/10	R400 000.00	NLM
Eradication of Mud Schools	All Wards	2009/12		DoE
Upgrading of Disaster Centre	10	2009/12		To solicit Funds
Drivers License Testing Centre	10	2008/09		Dept of Roads and Transport
Ward 12 Lime Mining Project	12	2009/10		Dept of Minerals and Energy
Mpekweni	12	2009/10		DoH
Gcinisa South	11	2009/10		DoH
Hamburg	11	2009/10		DoH
Qhaga	2	2009/10		DoH
Alf Dlamini Heights	10	2009/10		DoH
Construction of swimming project	10	2009/12		To solicit funds
Coastal Care Projects	11 & 12	2009/12		DEAT

CHAPTER SIX: PERFORMANCE MANAGEMENT SYSTEM AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

6.1 Introduction

The Performance Management System within the Ngqushwa Local Municipality is intended to provide a comprehensive, step by step planning design that will help the municipality manage the process of performance planning and measurement effectively.

The municipality requires a PMS that will be constituted as the primary mechanism to monitor, review and improve the implementation of the municipality's IDP. This system should therefore fulfill the following:

- facilitate increased accountability;
- facilitate learning and improvement;
- provide early warning signals, and;
- facilitate decision making.

The citizens of the Ngqushwa Local Municipality like all other citizens in South Africa, have high expectations with regard to service delivery by the Municipality. Elected representatives and the Administration are continuously challenged to demonstrate that all levels of government are capable and committed to manage and utilize public resources in a way that will benefit all the citizens. The Municipality, which is where the tyre hits the tar of service delivery, is challenged to show its ability to execute both basic as well as enabling services crucial for social and economic growth and development. This challenge is best illustrated by the requirement that the Municipality is expected to report on its performance and that of its employees.

The Performance Management System in the Ngqushwa Local Municipality was adopted by Council as early as 2002 in terms of Section 39(c) of the Local Government: Municipal Systems Act, 2002.

6.2 Defining Performance Management

Performance Management is the setting and measurement of desired outcomes and activities of the Municipality, its individual components and its staff that contribute to the achievement of the strategic vision of the Municipality. It starts with an overall strategy and cascades to individual performance appraisal. It also encompasses the monitoring, measurement and reporting on performance.

Legal and regulatory

The following are the building blocks of the Ngqushwa Local Municipality approach to performance management:

- ✓ Development and formal adoption of a system that complies with the Municipal Systems Act and the Municipal Performance Management Regulations of 2001. The system represents the municipal cycle and processes of performance planning, monitoring, measurement, review and reporting and improvement.
- ✓ Development of key performance indicators including input, output, baseline and outcomes indicators and targets. These indicators are reviewed, refined and changed annually when there is a need to do so.
- ✓ Establishment of formal mechanisms to monitor measure and review performance.

6.3 Reviewing Performance Management

According to Section 41 of the Systems Act Municipalities are required to review and measure performance at least once a year. During the 2004/2005 financial year the Ngqushwa Local Municipality introduced the balanced scorecard model to planning and performance management. This led to the development of the Scorecards for all top level managers. A review of the process has highlighted the following:

- ✓ That the development of performance indicators and targets and the understanding thereof should be given more attention
- ✓ That a need exists for a common understanding on how the system works and how it links up with the IDP and the budget.
- ✓ Regular and timeous monitoring of progress on performance and IDP implementation
- ✓ The performance measurement tool for monitoring and evaluating performance which came as part of the adopted performance management system be utilized consistently

6.4 Status of the Performance Management System in the Municipality

In 2002 the Municipal Council approved a performance management system which provided for performance implementation, monitoring and evaluation at organizational as well as individual level.

The municipal Performance Management Framework is reviewed annually and adopted by council. Organizational Level It is a legislative requirement to revise the municipal key performance indicators at organizational level; hence, the 2007/2008 key performance indicators were revised and aligned to the 2008/2009 financial budget, objectives and strategies.

Regular monitoring and evaluation at this level still needs to be conducted as required.

This process is expected to culminate in drawing up of a performance report of the organization.

Individual Level

Over the past Five (5) financial years the Municipality has been implementing a performance management system for all its senior managers. This has led to a specific focus on service delivery and means that:

- ✓ Each manager has to develop a scorecard which is based on the balanced scorecard model.
- ✓ At the beginning of each financial year all the senior managers (Section 57 employees) sign Performance Agreements
- ✓ Evaluation of each manager performance has taken place at the end of each quarter.

The Municipality has planned to bring on board other levels on the performance management system beginning with that of the section heads of department. Moves are already afoot to begin to cascade the system to this level.

6.5 Key Performance Indicators (KPIs)

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators.

Ngqushwa Local Municipality: Service Delivery and Budget Implementation Plan 2011/2012

KPA 1: Basic Service and Infrastructure

										Total		
										KPA Weight		
Development	Objective	Strategy	Departmental Activity	Indicator	Measurement Source	weight %	Required Funding	Annual Target	Baseline	Quarterly Targets 2011/2012		
Human Settlement	Increase revenue base	Complete survey on planned villages	Facilitate land survey	Approved general plans	Quarterly reports			2 approved general plans	20	Obtain community consent with Rural Development & Land Reform	Reports from Rural Development & Land Reform	
		perform/compile GV	Appoint consultants & monitor implementation	Approved GV	Monthly reports		R2 000 000,00	General Valuation Approved	General valuation 2008	Appointment of a bidder	Progress report -	Draft valuation Roll

	Facilitate registration of properties	Registration of properties	Title deeds	Quarterly reports	Equitable share	R200 000,00	10 Title deeds	16	Collect data on properties that need to be registered	Appoint service providers/conveyancer	5 Title deeds
	Increase awareness on building control regulations & by-laws	Conduct workshop & awareness	Number of awareness & workshop conducted	Management Reports	Equitable share	R50,000.00	2 Workshops conducted	None	Identify challenges & possible solutions	Prepare presentations	1st workshop & awareness conducted

	Disposal of available site for development	Facilitate land disposal	Available sites	Quaterly reports	Equitable share	R200 000,00	70 Sites	70	Advertise available site	10 Sites disposed	20 Sites disposed
	Prepare business plan for Lover's Twist, Madliki, Masele, Tuku A, Cisirha, & Pikoli	Appoint consultants	Business plans	Management Reports	Equitable share	R 100,000.00	4 approved business plans	20	Prepare terms of reference & advertise	Procurement processes & award	Draft business plans

		Prepare business plan for Hoyi, Ndwayana, Moyeni, Lujiko, Phole,& Tyeni	Appoint consultants	Business plans	Management Reports	Equitable share	R 100,000.00	4 approved business plans	5	Prepare terms of reference & advertise	Procurement processes & award	Draft business plans
Infrastructure		Roads and Storm water 1. Mantainance of existing roads and construction of new roads.	Construction of new roads	Kilometers of new roads constructed	Quaterly reports	MIG	R10 m	20 km constructed	41 km	Appoint contractors	5km	15 km

Provide and maintain sustainable levels of engineering and infrastructure services .		Maintenance of roads	Kilometers of roads maintained	Quarterly reports	Internally	R530.000.00	8 km	all wards(14)	2km	4km	6 km
	Electricity Prepare maintenance program	Development of maintenance program	Adopted maintenance program	Quarterly reports	Equitable share	R 390,000.00	Peddie Town, Peddie Extension, Hamburg, Ethembeni, Glenmore & Hamburg village	High mast in Peddie Town, Peddie Extension, Hamburg, Ethembeni, Glenmore & Hamburg village and streetlights in Hamburg and Peddie Town	Adopted reviewed program in place	Implementation	Implementation
	Update indigent register	To collect data of indigent household	Updated indigent register	Management reports	Equitable share	R1,9 m	All indigent household registered	Outdated indigent register	Reviewal of indigent register	Roll out free basic electricity	Roll out free basic electricity

2. Develop areas in order to achieve a healthy and prosperous living environment.	Introducing environmental education & awareness	conduct education awareness programme & Workshops	number of awareness programme conducted & Workshops conducted	Quarterly reports	olve	R 50,000	3 workshops conducted	No awareness has taken place	Identify challenges and possible solutions then prepare presentation	1st workshop & awareness conducted	2nd workshop & awareness conducted

	Involvement of school and communities in recycling programme	Organise a clean up campaign	Number of schools and communities involved	Quarterly reports		R 100,000	3 workshops conducted	No workshop conducted	Research appropriate method for communities and schools and prepare presentation	1st workshop & awareness conducted	2nd workshop & awareness conducted

	Water and Sanitation 1. Identification of areas in need of water and sanitation	Establishment of water and sanitation backlog										
			Backlog report	Quarterly reports	none	None			Unknown	Data collection report	Backlog report submitted to ADM	Progress report

									KPA Weight		
Functional area	IDP Objective	IDP Strategy	Departmental Activity	Indicator	Measurement source	Dedicated funding required	Funding secured & source	Baseline	Targets		
									31 Sept	31-Dec	31-Mar
Health	To facilitate comprehensive municipal health by 2012	1. Combat diseases through the facilitation of awareness and prevention campaigns in	Facilitation of awareness campaign	Number of awareness conducted	Quarterly reports		R50,000.00	6 Programmes	1	2	

		collaboration with the Department of health.										
		2. Main stream HIV/AIDS/Wellness Programmes within the municipality	upgrading of document management system	Number of conducted programmes	Quaterly reports		R73,990.00		None	Welness programme and implementation	2	
Enviroment	Preserve natural areas and caring for the earth	Increase awareness biodiversity conservation	Conduct workshop & awareness	Number of awareness & workshop conducted	Management Reports	Equitable share	R50,000.00	2 Workshops conducted	No workshop conducted	Identify challenges & possible solutions	Prepare presentations	1st workshop & awareness conducted

	increase awareness with regard to climate change	Conduct workshop & awareness	Number of awareness & workshop conducted	Management Reports	Equitable share	R50,000.00	2 Workshops conducted	no workshop conducted	Identify challenges & possible solutions	No workshop has taken place	1st workshop & awareness conducted

Safety and security	Enforcement of roads & municipal by-laws	1. Adhere to the municipal by-laws	1. Workshop Commuties on gazetted by-laws	Number of workshops held	Quaterly reports		R470,000.00 (Public Participation)		Gazetted By-Laws	2	9		
			2. Issuing of non-compliance notices	% reduction on non-compliance	Quaterly reports	none	None		None				
	Ensure safety on our roads	Increase roads compliance	Put in place road signs and markings	Number of road marked and signs	Quaterly reports	R 100,000	Internal		Peddle Town, Hamburg and Bira	All roads that needs marking are done	Maintanance		
			Impound stray animals	% Reduction in number of stray animals	Quaterly reports	none	None		Unkown		15%	30%	4

Community facilities	user friendly community halls	construction of new community halls	PeddieTown Community Hall, Jubisa community hall, Woodlands community hall, Lower Gwalane community hall and Ngqwele community hall	Number of community halls constructed	Quarterly reports	Internal (Peddie Town) and MIG for others	R6M	5 community halls constructed	38			
		Upgrading of community halls	Renovation /top up of Bell, Nobumba, Ndwayana, Mankone, Madliki, Machibi and Mathathi tribal hall	number of community halls renovated/top-up	Quarterly reports		R4m	7 community hall renovated/top up	2 community halls		Tendering processes and award	Implementation
										2	4	

KPA 2: LOCAL ECONOMIC DEVELOPMENT

Development	Objective	Strategy	Departmental Activity	Indicator	Measurement Source	Required Funding	Weight %	Baseline	Annual Target	KPA 2: LOCAL ECONOMIC DEVELOPMENT			
										30 Sep	31 Dec		
Local economic development and the environment	Ensure that Ngqushwa receives maximum benefit from economic resources within its jurisdiction.	1. Promote and Facilitate cooperative development	1. Coop Indaba & Information outreach programmes	Coop Indaba & Outreach information sessions conducted	Monthly Reports	150 000		1 Cooperatives Indaba done, none for outreach	1 Coop Indaba, 13 Coop sharing sessions	4 wards	3 wards		
			2. Develop a database for Cooperatives	Database developed	Monthly Reports	n/a		None	Database developed	Develop and distribute a database template to Wards	7 wards	Database completed	
		2. Promote and support smmes	1. Business Imbizo, and information outreach programmes	Business Imbizo, and information sharing sessions conducted	Monthly Reports	130 000		None	1 Business Imbizo, business outreach to all wards	4 wards	3 wards		
			2. Develop a database of smmes	Database developed	Monthly Reports	n/a		None	all smmes database developed	Develop a database template & distribute to Wards	7 wards	Database completed	
			1. Develop a database of farmers	Farmers database developed	Monthly Reports	n/a		None	Database of farmers developed	Develop a database template & have meetings	7 wards	Database completed	
		Resuscitate NLM agricultural sector	Support emerging farmers & improve the quality of livestock	2. Support & provision of necessary Infrastructure	Infrastructure provided	Monthly Reports	1000 000		9 projects	9 projects	2 projects	2 projects	2 projects completed

		3. Provide production inputs	Production inputs provided	Monthly Reports						
					500 000		15 projects	15 projects	4 projects	4 projects
Attract tourists in NLM	1. Marketing NLM as a tourist destination	1.Branding & Marketing material	Branding & Marketing material developed	Monthly Reports	150 000		Ngqushwa visitors guide in place	Marketing material developed and distributed	brochures developed	tourist signage
		2. Expose local product owners to Local and International exhibitions	No of festival exposed to	Monthly Reports	source funding		4 Festivals attended Grahamstown, Macufe , Buffalo City Carnival, Mbashe Beach Festival	4 Festival	1 Festival	1 Festival
		3. Support tourism and hospitality product owners	training support provided	Monthly Reports	50 000		24 product owners trained	24 product owners trained further	service provider appointed	training completed
	2. Revive and maintain heritage sites and hiking trails	Provision of infrastructure	Infrastructure provided	Monthly Reports	300 000		24 heritage sites	4 heritage sites	1 heritage site	1 heritage site

KPA 3: GOOD GOVERNANCE

										Total	
Development	Objective	Strategy	Departmental Activity	Indicator	Measurement Source	Required Funding	Weight %	Annual Target	baseline		
										30 Sep	31 Dec
Good governance	Enhancement of public participation	1. Provision of local democracy through encouraging the	Embarking on Imbizo's and roadshows	Number of imbizo's and roadshows held	Quarterly reports		R470,000.00 (Public Participation)	4 Imbizo and roadshows	Unknown	1	

	involvement of communities and community organizations in matters of local government	Strengthening of existing ward centres to be fully operational	Existing ward centres operational	Quarterly reports		R 250,000	Operational ward centres	Unknown	Audit all the existing ward centres	Existi ward cent equip and secu
To promote good external relations and give expression to the concept of co-operative governance.	Implementation of intergovernmental and inter municipal relations programme,	Functioning of IGR and IRR	Number of meetings held	Quarterly reports		R 350,000	4 IGR Meetings	4 IGR meetings and no IRR	1	
To provide quality assurance on Ngqushwa internal controls and governance on an ongoing basis	Conduct Internal audits	Risk based audit	Audit reports	Quarterly reports		R 250,000	7 Audit Reports and Annual audit Plan	None	Annual Audit plan and 1 Audit report	2 Au repo
		Reviewed reports by audit committee	Number of meetings held	Quarterly reports		R 580,000	4 Audit Committee Meetings	None	1	
Enhance communication in all Ngqushwa programmes	Facilitate strategic interactions/ engagement with Ngqushwa communities in regard to all council business information	Establish mechanism for council activities	Number of programmes communicated	Quarterly reports		150 000	7 Programme s communicated	Newslette rs, website, posters	1	

Legal compliance	Implementation of communication strategy	Implementation of communication strategy	% of programmes implemented	Quarterly		None	80% of Communication strategy implemented and Approved communication strategy	Draft strategy	Approval of communication strategy	
Ensure institutional plans, programmes and projects impact on youth disabled women, children, elderly, and other vulnerable groups	Mainstreaming of special programmes	Develop a policy	Adopted policy	Quarterly Reports		None	Policy Adopted	Unknown	Situational analysis report	Draft
To ensure councillors are fully capacitated to deliver on their mandate	Facilitate training of S79 and S80 committees	Organise trainings.	Number of trainings held	quarterly reports		R400,000.00(for the institution)	4 trainings on S79 and S80 committees	1 committee trained	1 training	

KPA 5: FINANCIAL MANAGEMENT AND VIABILITY

Development	Objective	Strategy	Departmental Activity	Indicator	Measurement Source	Required Funding	Weight %	Baseline	Annual Target	30 Sep	
Financial Services- Management/Income &Expenditure	To ensure that Ngqushwa Municipality is financial viable	Improvement of the billing collection rate	Customer data verification	% of verified customers	Bi annual Report			Age analysis 2011/12	100%		
			Implementation of accurate billing system	Amount billed vs amount collected	Monthly reports	None		Age analysis 2011/12	80%	25%	
			Implementation of Credit control policy	% on revenue collected	Monthly reports	None		10%	30%	10%	
	Ensure clean Audit by 2012	1.Proper record keeping.	Avail all information requested for Audit purposes	%Reduction on number of queries as far as the documentation	Monthly reports	None		09/10Audit Report	100%	50%	
		2. Capacity building	Training of personel	Number of trainings held	Quaterly reports	R750,000.00		5	7	2	
		3.Develop action plan and implement	Developed Audit action plan	Developed action plan	Monthly Reports	None		2009/2010 action plan	Clean Audit Report		Action developed and implemented

To ensure sound and sustainable municipal finances	1.Development of the budget according to national treasury regulations	Development of budget interms of applicable legislation	approved budget	Quaterly reports	None		12/13 Budget	Approve d Budget	Process plan adopted	Prog repo the p plan budg adju	
	2. Ensure all invoices are paid in within 30 days of receipt in line with circular 49 of MFMA	Implementation and mantainance of invoice register	updated register and monthly reports	Monthly Reports	None		Register is in place	12		3	
To ensure sound and sustainable management of the financial affairs of the municipality in line with national and provicial norms and standards	To maximise the expenditure of all funds	Implement and monitor the regulations.	% of MIG funding Spent,% of funding MSIG,FMG spent,% of LED funding Spent, % of IDP funding spent	Quaterly reports	R, 17 257 000 R 3.5m,R790,000, R1 450,000.00		100%	100%		25%	
			% of Internal capital funding	Quaterly reports	R11m		75%	100%		20%	
To ensure Ngqushwa Municipal Assets are adeqtely managed	To ensure proper management of the property assets.	Management of Assets	% of managed properties	quaterly reports	None		Analysis Report,	100%		30%	6

KPA 6: INSTITUTION AND ARRANGEMENT

Development	Objective	Strategy	Departmental Activity	Indicator	Measurement Source	Required Funding	Weight %	Annual Target	Baseline	30 Sep	
										30 Sep	30 Sep
Municipal Governance	To ensure compliance with applicable legislation, policies and procedures and on going basis	1. Facilitate and coordinate the development of municipal by-laws	Development of new by-laws	Approved by-laws	Quarterly reports	Internally			Unknown	Analysis report	Draft laws
			Development and review of policies	Policies developed	Quarterly reports	R50,000.00		12 Policies Developed	Policies exists	3	
		3. Review and development of intergrated development plan	Develoment of IDP	Approved IDP	Annual	R542,000.00		2012/20113 IDP	11/12 IDP	Process plan in place	Situational analysis report
		4. Operationalised performance management system	Review performance management framework.	Reviewed adopted Framework	Annual	R165,000.00		Approved PMS Framework	pms framework	Action plan developed	Identify n of
			Conduct performance assesment	Perfomance assesment reports	quarterly reports	None		4 Quartely Performance Reports	Annual perfo man ce report	1	
		6. Development of Annual Report.	Consolidation of annual report	Adopted annual report	Annual	None			08/09 Annual report	Develop action plan	Draft annu report
		7.Compliance with code of conduct of councillors.	Assesment of the compliance	Report to councill	quarterly reports	None			Unknown	Assesment report	Assesment report
Sector Plan Development	To ensure development of each sector plan	1. Cordinate development of sector plan	Developmet on analysis report	Sector plan reprot	quarterly reports			10/11 IDP sector plan	Assesment report	Assesment report	

	per priority need identified								chapter		
Record Management	To achieve centralisation of records keeping and improved record management processes and procedures by 2012 in line with the archives act.	1.Development of the file plan	Development of file plan	Approved File plan	quaterly reports			File Plan	Outdated	Reviewal of file plan	Draft plan
		2.Operationalised document management system both eletronical and manual	Upgrading of document management system	IMiS operational	quaterly reports			Electronic Document Management system operational	IMS non functional	Analysis report	Train user implementation
Risk Management	To have a enterprise wise risk management by 2011	Reduction of risk impact	Develop Risk management strategy	Strategy	quaterly reports			Risk Management Strategy Adopted	None	Risk Register assesment	Draft Strat
Human Resource Management	Improve HR relations institutionally	1.Development and implementation of HR strategy	Developed strategy	Stategy Adopted	quaterly reports			HR strategy adopted	NONE	Situational analysis	Draft Strat
		2. To have a functional labour forum	LLF meetings to seat as scheduled	LLF minutes	quaterly reports	None		6 LLF meeting held	LLF structure in place	1	
	To ensure compliance with the skills requirements of Ngqushwa Municipality	1. Provide training for councillors and officials	Implementation of work skills plan	% of training held	quaterly reports	R400,000.00		100% training on the WSP conducted	WSP in place	30%	
		2. Evaluation of training impact.	Development and Distribution of evaluation forms	% of training impact responses recieved	Quaterly reports				None	Development of evaluation forms	Distr of va form asse of im

Information Management	To provide information Technology governance	1.Assement of all the existing IT systems	To conduct assesment	Assesment report	Quaterly reports	None			None	Assesment completed	Imp leme
		2.Develop IT policies	Development of IT Policy	IT policy developed	Quaterly reports	None		IT Policy Adopted	None	Draft Policy in place	Adop polic
Security Services	To ensure that all Ngqushwa assets councillorors and staff are adequately secured	1. Provision of adequate security services for Ngqushwa councillorors and officials	Close monitoring on security.	Number of incidents reported	Quaterly reports				Securities in place	Reports on incidents	Repe incid
	To ensure cost efficient of Ngqushwa Local Municipality's resources	1. Review telephone usage policy	Review telephone policy	Policy in place	Quaterly reports			Reviewed telephone policy	Policy in place	Draft Reviewed Policy and HOD approval	Cour Appr
Councill Support	To coordinate and schedule statutory and other business	1.Develop council calendar	Develop council calendar	Councill calender	Annual	None		2012 Calendar year	2011 Calender		Adop caler
Sport Development	To promote different sporting codes in the municipality by 2012	1.To develop a programme on sport activities.	Develop a programme and implement	Developed programme	Quaterly reports			Draft Programme and implemented programmes	Mayors cup programm e	Draft programme in place	Imp leme

CHAPTER SEVEN: INTEGRATION

7.1 INTRODUCTION

The major result of phase 4 is according to the Municipal Systems Act an operational strategy which should include:

7.2 OPERATIONAL STRATEGY

7.2.1 REVISED PROJECT PROPOSALS

These serve as planning documents for project implementation or for further feasibility studies.

The IDP projects identified were screened by the officials, members of the community and politicians and are in line with the strategic guidelines, objectives and resource frames.

Project proposals were mutually agreed upon and reflect the people's priority needs. They were planned in a cost effective manner and can be implemented in a well co-ordinated manner.

Detailed project proposals will be drafted in a bid towards implementation readiness. These project proposals shall be related to the Methodology selected, compliance factors (environmental, poverty alleviation, gender equity, LED potential), feasibility and the alignment with other projects.

A systematic, criteria-based and transparent process, which can be considered as fair by all parties involved for acceptance of the outcomes will be adhered to.

7.2.2 CONSOLIDATED SECTORAL PROGRAMMES/SECTOR PLANS.

NGQUSHWA LOCAL MUNICIPALITY SUMMARY OF SECTOR PLANS

1. DEPARTMENT: STRATEGIC PLANNING, INFRASTRUCTURE,

1.1 Strategic Planning Strategies

	Strategies	SDBIP Target	Status	Project Manager
1.	Performance Management Framework		Adopted	Mr Vanda
2.	Risk Management Strategy		Draft RMS	Ms Nondabula
3.	Fraud Prevention Strategy		Adopted	Mr Mahlasela
4.	Operations Management Strategy		Not yet Developed	Mr Gwintsa
5.	Business Continuity Plan / Disaster recovery plan		Still under development	Mr Gwintsa
6.	Geographic Information Systems Plan		Still under development	Mr Voko
7.	Information Technology Master Strategic Plan		Still under development	Mr Gwintsa
8.	Communications Strategy		Adopted due for review	Ms Cakwe
9	Special Programs Main Streaming Strategy		Adopted	Ms Cowa
10	Protocol Document on International Relations		Still under development	Mr Gwintsa
11	Spatial Development Framework		Adopted on the 31 st March 2011	Mr Voko
12.	Integrated Development Plan		Draft IDP 2011/2012	Mr Vanda
13	Land use Management Plan		Not yet Developed, however the NLM have Adopted the Land Reform Plan	Mr Voko
14	Area based Plan		Draft Area Based Plan	Mr Voko
15	Environmental Sector		Still under development	Mr Mkhontwana

	Plan			
16	LED Strategy		Draft LED Strategy	Mr Ndinise
17	Human Settlement Plan		Draft Housing Plan under review	Mr Voko
18	Integrated Roads and Transport Plan		Adopted ADM IRT Plan	Ms Mbekeni
19	Electrical Plan		Still under development	Mr Mangesi
20	Infrastructure Investment Plan		Adopted	Mr Badi
21	Waste Management Plan		Still under development	Mr Mkhontwana
22	Coastal Zone Management Plan		Still under development	Mr Mkhontwana

	Policies	SDBIP Target	Status	Project Manager
23	Public Participation Strategy		Under reviewal	Mr Gwintsa
24	IGR Policy Framework		Still under development	Ms Zongo
25	Information Storage strategy		Still under development	Mr Gwintsa

2. DEPARTMENT: COPORATE SERVICES

2.1 Corporate Services Strategies

	Strategies	SDBIP Target	Status	Project Manager
26	Employment Equity Plan		Draft EE plan	Mr Mxekezo
27	HRD Strategy		Draft HRD Strategy	Mr Mxekezo

3. DEPARTMENT: BUDGET AND TREASSURY OFFICE

3.1 Budget and Treasury Office Strategies

	Strategies	SDBIP Target	Status	Project Manager
28	Donor Management Strategy		Still under Development	Mr Mahlasela
29	Revenue Enhancement Strategy		Draft Revenue Enhancement Strategy	Mr Mahlasela
30	Litigation Strategy		Still under Development	Mr Gwintsa
31	Free Basic Strategy		Under Development	Mr Mahlasela

7.2.3 HOUSING SECTOR PLAN

The municipality is having a draft Housing Sector Plan compiled in 2008. The purpose of this document is to analyze the housing situation of the municipality. The Housing Sector Plan therefore aims to outline the needs and demands for housing, respond to issues underlying provision of housing and make proposals for strategic housing interventions.

The purpose of the Housing Sector Plan is as follows:

- To ensure the effective allocation of limited resources to a large pool of potential development interventions.
- To provide a formal and practical method of prioritising housing projects and obtaining political consensus for the sequencing of their implementation
- To ensure the more integrated development through bringing together cross sectoral role players to coordinate their development interventions.
- To ensure that there is a definite housing focus for the IDP.

This document sets the context of the existing situation in Ngqushwa Municipality area, the legal and policy setting and the various plans for the housing delivery.

7.2.4 WATER SECTOR PLAN

It should be noted that Ngqushwa LM is not water service authority, however it has developed a Water Sector Plan. The Sector plans provide a detailed description of the current situation experienced within the various areas of development. The sector plans also contain the priorities, objectives and sectoral programmes that are to be implemented by the municipality over a period in this case 2008-2012.

The Municipality is building capacity to develop and implement the various sector plans as well as review existing sector plans.

The sector plans will assist in managing the implementation of projects as they provide a concise summary of all related measures, aspects and activities indicating how the sector issues of the analysis is being addressed.

Ngqushwa has embarked on a process in order to determine whether all the sectoral activities are in line with available personnel and financial resources and has considered the time and location aspects for project implementation.

7.2.5 LAND REFORM PLAN

The policy addresses identified land reform and settlement planning objectives, it provides useful information pertaining to Ngqushwa's physical characteristics (soil, geology, topography, climate and vegetation), outlines the socio-economic climate of the area (poverty indicators, health, education levels of inhabitants), indicates the settlements, current and previous land reform and settlement projects, provides a process for land restitution and land reform as well as settlement models for future proposed settlement development nodes.

7.2.6 ONE 5-YEAR FINANCIAL PLAN

This serves as a mid-term financial framework for managing municipal revenue collection and for expenditure planning.

Ngqushwa LM shall develop a 5 year financial plan to create the medium term strategic financial framework for allocating municipal resources through the municipal budgeting process in order to ensure the financial viability and sustainability of the Municipality's investments and operations. This is to ensure a close-"planning-budgeting link"

Ngqushwa LM has developed a Revenue Enhancement Strategy. The Municipality will be a financially viable institution. This will be achieved through effective Revenue Management and Revenue Enhancement programmes. The Municipality will maximize revenue collection and will minimize unnecessary expenditure. Intergovernmental grants will be used to achieve it's strategic objectives.

The Municipality will also initiate a sound investment policy and strategy to ensure that the returns on investments are maximized and fully compliant with legislation.

Ngqushwa LM is committed to establishing a sound financial platform, aims for legislative compliance, accurate billing, providing an accurate and clean customer data base and billing system, an effective indigent subsidization and support programme and an effective credit control and revenue collection system through the provision of LED opportunity for people to work, demonstrating an improved local economy.

Ngqushwa LM has developed a tariff policy, a credit control and a debt collection policy.

A financial strategy has also been identified as a project to be undertaken by the local authority and shall include financial guidelines and procedures, capital and operating financing strategies, revenue raising strategies, asset management strategies and cost effective strategies.

The financial plan indicating a revenue collection and expenditure forecast for 5 years with appropriate adjustments has been prioritized as a project for implementation.

7.2.7 A 5-YEAR CAPITAL INVESTMENT PROGRAMME

This includes public investments from all funding sources. It helps to co-ordinate public investments from different sources in terms of location and time. This process is completed and is depicted in Table 33 (Project proposals) above. These projects will:

- inform the municipal budgeting process;
- implementation management;
- facilitate inter-governmental alignment with regard to development and investment spending;
- facilitate the integration and sequencing of capital projects;
- create a framework to evoke investment confidence
- facilitate external investment of both a public and private nature and
- provide a concise overview of the envisaged sequencing of projects as a basis for accountability.

This process driven exercise has involved the participation of all stakeholders.

7.2.8 A CONSOLIDATED 5-YEAR ACTION PROGRAMME

This provides an overview of projects and annual output targets as a basis for monitoring of progress and for the formulation of annual business plans. Ngqushwa LM has developed project proposal hereto attached marked Annexure I which clearly indicates all the actions necessary for project implementation.

7.2.9 AN INTEGRATED MONITORING & PERFORMANCE MANAGEMENT SYSTEM

This includes development objectives as well as performance indicators. The development of an integrated monitoring and performance management system is an imperative control tool to ensure accountability. Refer to Chapter 6

Ngqushwa LM will develop a monitoring and performance management system as part of the implementation plan. This plan will depict the development indicators for the IDP, the objectives, output targets for all IDP projects, a time schedule, a list of performance indicators, an action plan including resource requirements and responsible actors.

The Performance Management System is in place. It considers the five Key Performance Areas, namely:

- ❖ Infrastructure Development and Service Delivery;
- ❖ Municipal Transformation and Organizational Development;
- ❖ Local Economic Development
- ❖ Municipal Financial Viability and Management
- ❖ Good Governance and Public Participation

Currently the Performance Management System focuses on the Managers of the departments through Departmental Service Delivery and Budget Implementation Plan (SDBIP). Section 57 Managers are responsible for the implementation of their respective SDBIP and this in turn will give an indication of their performance.

The institution is in the process of cascading down the PMS to the Middle Managers. This therefore means that the SDBIP's will be cascaded down to sections which will be monitored by the Section Heads and through the performance of Middle Managers will be individually measured.

In order to ensure that the function receives the attention it deserves the Institution will have the services of a full time dedicated individual who will devote his/her time to the Integrated Development Plan and Performance Management System.

7.2.10 WORKPLACE SKILLS DEVELOPMENT PLAN

The municipality has a Workplace Skills Plan in place. The plan for 2010/11 was submitted to the Local Government Seta and the WSP for 2011/12 is being prepared for submission to the Local Government Seta on 30 June 2011. This plan seeks to identify training needs aligned to the scarce skills and IDP implementation processes. These processes are co-ordinated by the Skills Development Facilitator working together with the Training Committee as stipulated in the Skills Development Act

7.2.11 EMPLOYMENT EQUITY PLAN

The institution has been workshoped for the purpose of reviewing its Employment Equity Plan as the one that has been in place has expired. The plan should be in place by the end of the first quarter in the 2009/10 financial year. However, the Employment Equity Reports have been submitted to the Department of Labour annually.

7.2.12 HUMAN RESOURCES POLICIES

14 Human Resource Policies were adopted by the Council on the 30th June 2009. However, the municipality led by the human resource department is currently drafting other policies to be adopted during the 2011/12 financial year

EMPLOYEE ASSISTANCE PROGRAMME

The municipality as an employer is committed to look after the physical emotional, psychological and social well-being of its employees. To this end an Employee Assistance Programme (EAP) is in existence but not well established to provide to employees. Policies are also in place or being developed for adoption by the Council.

7.2.13 AN INTEGRATED SPATIAL DEVELOPMENT FRAMEWORK

The Ngqushwa Local Municipality has adopted the framework on the 31st March 2011. On the review, the alignment with the Provincial Growth Development Strategy had been considered.

The Ngqushwa SDF is informed by the Provincial Spatial Development Plan that seeks to identify key spatial development issues in the context of identified nodal points and zones. These are defined as areas where socio-economic development could be encouraged, as opposed to areas where natural environment and cultural heritage conditions require that development should be carefully and sensitively managed. The Provincial Spatial Development Plan has been drafted to apply the DFA General Principles. The general principles for land development as continued in chapter 1 of the DFA are as follows:-

- Development in formal and informal, existing and new settlements
- Discourage the illegal occupation of land
- Encourage efficient and integrated land development by promoting integration of social, economic, institutional and physical aspects of land development

Our SDF is also informed by the Land Use Management Guidelines. We are currently having a draft Zoning Scheme that is nearly completion.. The specific purpose of the Ngqushwa Municipality Land Use Management Guidelines is:-

- Define the edge of the urban areas
- Provide the preferred development density guidelines.
- It should integrate sectoral strategies
- Identify special resource
- Provide guidelines concerning land use and the change of land use as well as subdivisions

In terms of Sections 26(e) of the Municipal Systems Act of 2000 (Act No 32 of 2000), every Municipality is required to formulate a SDF as part of the contents of the IDP. The SDF highlights these spatial development challenges experienced by Ngqushwa, namely poverty; development integration and co-ordination; rural- urban interface; dispersal and fragmentation of settlements; development planning challenges (understaffing); underutilization of resources; environmental sustainability versus economic development and housing.

Ngqushwa's Spatial Development Framework (SDF) was developed to create a strategic, indicative and flexible forward planning tool to guide planning and decisions on land development. The SDF provides for a spatial logic which guides private sector investment and at the same time ensures social, economic and environmental sustainability of the area. Spatial priorities were identified, and places where public-private partnerships are a possibility and where areas of greatest economic potential and need for poverty alleviation are highlighted and promoted.

The SDF depicts a settlement hierarchy indicating the regional centre, sub regional centre, ward centre and village centres..

It also indicates the settlements development nodes distinguishing between rural settlements, urban settlements and coastal zones. A social services development framework, a local economic development framework, conservation areas, an infrastructural development framework, the distribution of social services (schools, clinics, hospitals, sports stadiums), road networks, rivers, villages and power lines are all indicated in the maps found in the SDF attached.

Projects identified in the IDP will be considered against the backdrop of the SDF in order to spatially arrange the locations in a logical and practical manner.

7.2.14 AN INTEGRATED POVERTY REDUCTION/GENDER EQUITY PROGRAMME

This serves as a basis for poverty and gender specific monitoring. This programme has been developed to reduce poverty in Ngqushwa and to contribute to gender equity in the municipality. Individual project proposals were developed taking poverty and gender related problems into account. This tool is seen as mainstreaming rather than side lining poverty and gender issues and shows the related efforts of all IDP projects in context.

7.2.15 AN INTEGRATED ENVIRONMENTAL PROGRAMME

Which demonstrates compliance of the IDP with environmental policies, which helps to ensure a set of measures which is conclusive with regard to their environmental impact, and which serves as a basis for environmental impact monitoring.

Ngqushwa LM has developed an Integrated Environmental Programme in order to contribute to a healthy environment by ensuring that urgent environmental issues are adequately addressed and envisaged projects have no negative impact on the natural environment.

Projects requiring EIA's were also identified and the Municipality will ensure that its projects comply with the NEMA principles and the national environmental norms and standards.

Once again it is a tool for mainstreaming the environmental contributions from all IDP projects in context.

7.2.16 AN INTEGRATED LOCAL ECONOMIC DEVELOPMENT PROGRAMME

Local Economic Development Strategy is in place and ready to be adopted by the Council on the 30th June 2010. Which provides an overview on all measures, which are meant to promote economic development and employment generation in the municipality. Thereby contributing to a consistent and co-ordinated promotion programme, which can help to achieve a significant impact.

Ngqushwa's will develop an Integrated LED programme which aims to ensure a consistent and conducive set of measures to promote viable local economic activities and employment generation.

Projects having economic development implications will be identified as well as projects that have economic development objectives as their sole outcome (independent LED projects).

Major constraints for economic development and employment generation will be addressed.

Major economic development potentials were adequately considered and focus was given to this aspect in all projects identified as an initiation drive. Economic viability for each LED project will be undertaken during feasibility studies to be conducted.

Measures and approaches which tend to discourage or delay economic investment will be considered in depth and solutions and actions to minimize and overcome these obstacles will be proposed. Our LED Strategy is at draft stage.

7.2.17 AN INTEGRATED INSTITUTIONAL PROGRAMME

Which includes by which management reforms and organizational arrangements the municipality wants to establish the institutional preparedness for an efficient implementation of the IDP?

Ngqushwa LM will develop an institutional programme to ensure that a consistent and integrated set of measures for institutional transformation and integrated implementation occurs in the municipality thereby contributing to a close planning-implementation link.

This programme will be informed by the requirements of the Employment Equity Act and the Human Resources Strategy of the Municipality.

Once again this plan is a tool for thinking about institutional arrangements for integrated implementation during planning and clarifying the process for a co-ordinated institutional approach for implementation. This plan is captured from the individual project proposals where institutional requirements will be identified, summarized and consolidated.

It was discovered that the current institutional plan (organogram) which is used by the municipality has gaps and it needs to be re-visited. A service provider has been appointed and shortly it will begin to review the plan.

7.2.18 AN INTEGRATED HIV/AIDS PROGRAMME)

The HIV / AIDS Plan are in place. This strategy was adopted in September 2007 and is being reviewed in the 2009/2010 financial year. The Strategy captures Nutrition, Treatment, Care and support for people living with HIV and AIDS, Care and support. Within Ngqushwa Municipality HIV AIDS pandemic is prevalent at the rate approximately 27.1%.

7.2.19 A DISASTER MANAGEMENT PLAN

Amathole District Municipality embarked on a process of developing a district disaster management plan, with the assistance of suitably qualified service providers in the field, and as such all the plan were cascaded to local municipalities. The strategy is to be concluded in the 2009/10 financial year.

5.2.21 AN INTEGRATED INDIGENT POLICY

Objective

There are households that are unable to pay for normal municipal services due to the levels of unemployment and poverty in the municipal area. The municipality recognizes its responsibility in terms of the Municipal Systems Act, Act 32 of 2000. of ensuring that poor households have access to at least basic services. An indigency management policy has been adopted by the Ngqushwa municipality to ensure that these households have access to basic municipal services. In this regard the municipality is guided in the formulation of this policy by the national government's policy.

PURPOSE OF THE INDIGENT POLICY

The purpose of the indigent policy is:

- To provide the basic services to the community in a sustainable manner, within the financial and administrative capacity of the Council;
- To set the guidelines for the identification of households that qualify as indigent
- To set the guidelines on the level of services that will be supplied to indigent household.
- The Council also recognizes that many residents can simply not afford the cost of full provision and for this reason the Council will endeavour to ensure affordability through:
 - Settings tariffs in terms of the Councils Tariff Policy, which will balance the economic viability of continued service delivery; and Determining appropriate service levels.

ABBREVIATIONS:

◇ MIG	: Municipal Infrastructural Duty
◇ NLM	: Ngqushwa Local Municipality
◇ SOC DEV	: Department of Social Development
◇ DoH	: Department of Health
◇ DoH	: Department of Housing
◇ DEAT	: Department of Environmental Affairs and Tourism
◇ DEDEA	: Department of Economic Development and Environmental Affairs
◇ AEDA	: Amathole Economic Development Agency (ASPIRE)
◇ DoE	: Department of Education
◇ OTP	: Office of the Premier
◇ DSRAC	: Department of Sport, Recreation, Arts and Culture
◇ DLGTA	: Department of Local Government and Traditional Affairs
◇ ADM	: Amathole District Municipality
◇ DBSA	: Development Bank of South Africa
◇ ECTB	: Easter Cape Tourism Board
◇ DSRAC	: Department of Sport Recreation Arts & Culture
◇ DoRT	: Department of Roads & Transport
◇ DWA	: Department of Water Affairs
◇ DME	: Department of Minerals and Energy
◇ NT	: National Treasury
◇ DAF	: Department of Agriculture and Forestry
◇ ECDC	: Eastern Cape Development Corporation

